

OFFICE OF DEMOCRACY AND GOVERNANCE

"...promoting the transition to and consolidation of democratic regimes throughout the world."

USER'S GUIDE



June 1, 2004

**Office of Democracy and Governance
Bureau for Democracy, Conflict, and Humanitarian Assistance
U.S. Agency for International Development
Washington, DC 20523-3100**

PN-ACU-632

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As of June 1, 2004**

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*See page 51 for biographical information on DG Office technical staff.

AN OVERVIEW OF THE OFFICE OF DEMOCRACY AND GOVERNANCE

USAID has identified “*building sustainable democracies*” as one of the Agency’s four overarching goals. In 1994, the Center for Democracy and Governance was established to serve as the Agency’s focal point for this critical area of sustainable development. During the Agency’s 2002 reorganization, the Center was moved to the new Bureau for Democracy, Conflict, and Humanitarian Assistance and renamed the Office of Democracy and Governance. The primary purpose of the DG Office is to “*promote the transition to and consolidation of democratic regimes throughout the world.*” While the Agency’s reorganization may bring shifts in structure, the DG Office is currently organized in line with the Agency’s four democracy-related objectives: 1) **strengthening rule of law and human rights**, 2) **more genuine and competitive political processes**, 3) **increased development of a politically active civil society**, and 4) **more transparent and accountable government institutions**.

The Agency’s primary means of implementing DG programs in “presence” countries remains USAID Missions. The DG Office assists missions by providing technical support, where appropriate, and mission-friendly implementing mechanisms specifically targeted to DG programs. In well-defined circumstances, these mechanisms may also be used to work in “non-presence” countries. Overall, our support of missions is provided through an inter-linked approach that involves technical leadership, field support, and direct program management.

This *User’s Guide* describes how USAID Missions and bureaus can contact staff in the DG Office and access the technical services it provides. It presents an overview of the DG Office, information on staff and current team assignments, and useful descriptions and contact information on each implementing mechanism, which missions and regional bureaus may access.

The DG Office maintains a professional staff of democratic development experts. They are assigned to technical divisions that parallel the four DG objectives (**rule of law, elections and political processes, civil society, and governance**) and that cross-cut the four objectives (**strategic planning and research** and **program and information**). An experienced senior advisor heads each division, which provides strategic direction and manages a number of implementing mechanisms that extend its technical work.

Upon request, the strategic planning and research division assists missions by performing on-site DG sector and sub-sector assessments, assisting in the formulation of country-specific DG strategies, providing access to a common set of DG indicators, and supporting evaluations of DG programs. The division also manages mechanisms that cross-cut the democracy and governance portfolio and addresses program initiatives that cross-cut the Agency’s other major sectors.

The program and information division oversees the development and monitoring of DG Office programs, directs the development of program documentation, writes and publishes an array of print and electronic publications, researches and compiles DG-related technical information, coordinates substantive training for USAID DG officers, develops the DG Office’s web presences, and plans the DG partner’s conferences.

I hope you find this *User’s Guide* to be both informative and useful.

Sincerely,



Jerry Hyman
Director, Office of Democracy and Governance
Bureau for Democracy, Conflict, and Humanitarian Assistance

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SECTORAL AND SUB-SECTORAL DESIGNATIONS

The following section is presented as a quick reference to the broad array of program areas supported by the DG Office and covered by its implementing mechanisms. For a further elaboration of these program categories, please refer to the DG Office *Strategic Plan, 1997-2002* or contact the DG Office directly. The DG Office *Democracy and Governance: A Conceptual Framework* also presents the strategic thinking underlying USAID's and the DG Office's worldwide involvement in these areas; ordering information is found on p. 50.

RULE OF LAW

Rule of law is essential to democracy and representative government. Law provides the infrastructure that limits the absolute power of the state and of officeholders, guarantees rights such as freedom of speech essential to the democratic process, provides for equal application of the law among all citizens, and embodies the decisions of the people's elected representatives. States with weak or nascent democratic traditions often lack this infrastructure and their citizens find that free and fair elections fail to translate into representative or accountable government. The DG Office offers rule of law assistance in these areas:

- Legal reform (including constitutional and judicial reform)
- Administration of legal institutions, especially courts
- Human rights deficits
- Law and the interplay with civil society

ELECTIONS AND POLITICAL PROCESSES

A free and fair election reflecting the will of the people is one of the most important events in a democratic society. The DG Office assists emerging democracies to hold elections and organize political parties, as well as expand citizens' knowledge about electoral and political processes. The DG Office provides comprehensive services to strengthen:

- Election planning and administration
- Political party development and political finance
- Domestic/international monitoring
- Voter education
- Women's and marginalized groups political participation

CIVIL SOCIETY

A vibrant politically-active civil society is a crucial element of all democratic systems of governance. It is through the advocacy efforts of civil society that individuals have a voice in formulating public policy, enhancing citizen oversight of public institutions, and improving public dialogue, with these organizations often acting as champions for less mainstream and controversial issues. The DG Office works with a variety of civil society organizations, including media, trade unions, business associations, faith-based organizations, and educational institutions to

- Developing enabling environments
- Help groups become more effective and self-sufficient

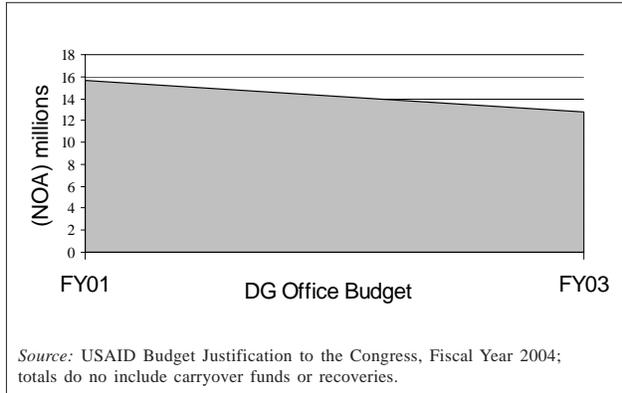
GOVERNANCE

USAID assists young democracies to reform government structures and processes to make them more transparent, accountable, and participatory at all levels. Overall, the Agency's goal is to encourage new governments to see themselves as being responsible "to" the people, rather than being responsible "for" the people. The DG Office focuses its governance support on

- Anti-corruption initiatives
- Decentralization/local capacity-building
- Public policy development and implementation
- Legislative strengthening

HIGHLIGHTS OF USAID SPENDING ON DEMOCRACY AND GOVERNANCE

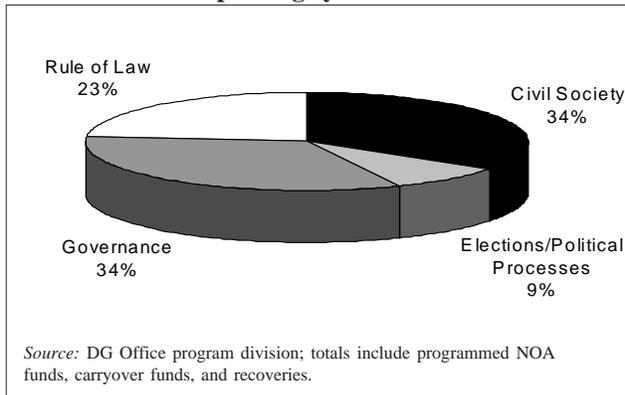
Changes in DG Office Funding: FY01 - FY03



The Office of Democracy and Governance formulates new approaches to make DG programs work better, assesses innovative activities and promotes best practices, trains worldwide staff, and provides direct technical assistance to USAID missions. DG Office spending is allocated along four major sectors in democracy and governance: rule of law, elections and political processes, civil society, and governance.

In addition to its primary emphasis on rule of law, elections and political processes, civil society, and governance, the DG Office focuses on the improved social, economic, and developmental status of targeted vulnerable populations. Though not reflected in these charts, this strategic objective allocates a significant amount of funds to the DG Office through the Survivors Funds mechanism.

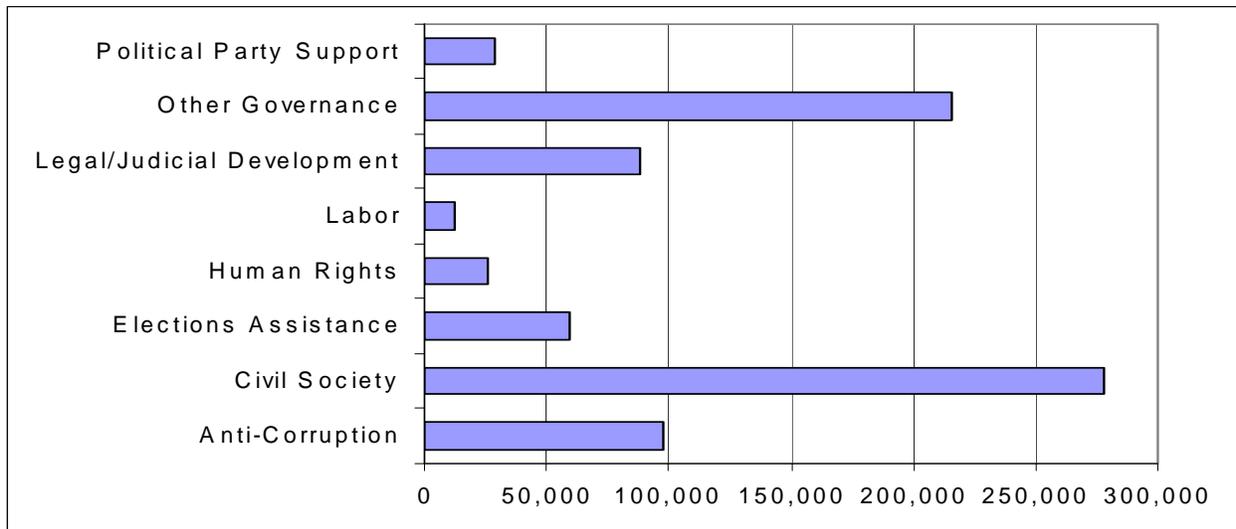
DG Office Spending by Sub-Sector: FY03



The DG Office continues to take a leading role in providing guidance and leadership on a number of U.S. government priorities. The DG Office has been actively involved in developing the Agency's anti-corruption strategy and in the development of the Agency agenda and management of funds for the Department of State's Middle East Partnership Initiative (MEPI).

While figures show that the DG Office budget has decreased in the past three years, the Office has shown sustained effort, ongoing support, and continued success in achieving its strategic objectives. Furthermore, Agency-wide funding for democracy and governance remains strong and is allocated across several sectors, further enhancing the Agency's success in achieving its mandate to strengthen and promote democracy worldwide.

Agency Funding in DG Emphasis Areas: FY03 (in thousands)



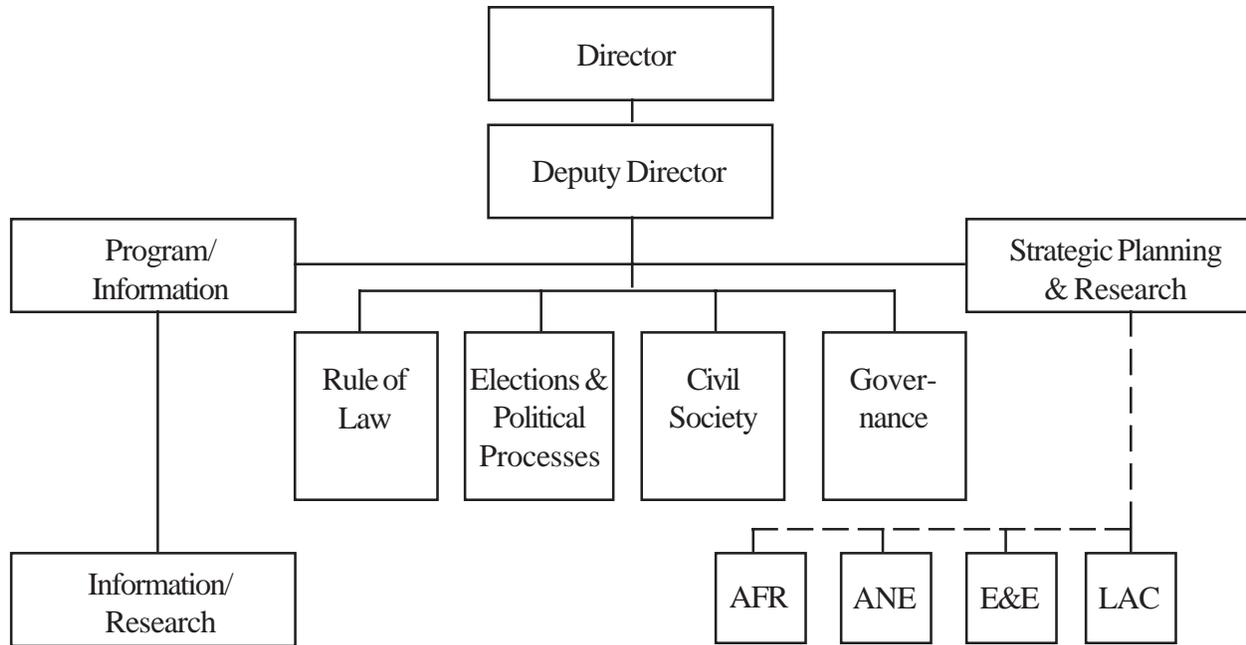
Source: USAID CDIE Annual Reports Database FY03 Emphasis Area Reports

**USAID COUNTRY AND REGIONAL PROGRAMS WITH DEMOCRACY AND GOVERNANCE
EMPHASIS AREAS FY 2003**

DG EMPHASIS	AFR	ANE	LAC	E&E
Anti-Corruption/ Government Transparency and Accountability	AFR Regional, Angola, Benin, DROC, Ethiopia, Ghana, Guinea, Kenya, Madagascar, Malawi, Mali, Mozambique, Namibia, Nigeria, REDSO-ESA, RCSA, Rwanda, Sierra Leone, South Africa, Sudan, Tanzania, Uganda, WARP, Zambia (24)	Cambodia, Indonesia, Iraq, Jordan, Lebanon, Nepal (6)	Bolivia, Colombia, Dominican Republic, Ecuador, El Salvador, Guatemala, Guyana, Honduras, LAC Regional, Mexico, Nicaragua, Paraguay, Peru (13)	Albania, Armenia, Bulgaria, Georgia, Kyrgyzstan, Russia, Ukraine (7)
Civil Society – General	AFR Regional, Benin, Burundi, Ethiopia, Ghana, Guinea, Kenya, Liberia, Madagascar, Malawi, Mali, Nigeria, REDSO-ESA, Rwanda, Senegal, Sierra Leone, Somalia, South Africa, Tanzania, WARP, Zambia, Zimbabwe (22)	Bangladesh, Burma, Cambodia, Egypt, Indonesia, Iraq, Jordan, Lebanon, Nepal, Regional Development Mission-Asia, West Bank and Gaza (11)	Colombia, Cuba, Ecuador, El Salvador, Guatemala, Guyana, Haiti, Honduras, LAC Regional, Panama, Paraguay, Peru (12)	Albania, Armenia, Azerbaijan, Belarus, Bosnia and Herzegovina, Bulgaria, Central Asian Republics Regional, Croatia, Eurasia Regional, Europe Regional, Georgia, Kazakhstan, Kosovo, Kyrgyzstan, Macedonia, Moldova, Montenegro, Romania, Russia, Serbia, Tajikistan, Turkmenistan, Ukraine, Uzbekistan (24)
Elections Assistance	AFR Regional, Kenya, Mali, Nigeria, REDSO-ESA, RCSA, Tanzania (7)	Afghanistan, Cambodia, Indonesia, Jordan, Mongolia, Nepal (6)	Dominican Republic, Ecuador, Guyana, Jamaica, LAC Regional, Mexico, Paraguay (7)	Albania, Armenia, Azerbaijan, Bosnia and Herzegovina, Croatia, Eurasia Regional, Georgia, Macedonia, Montenegro, Romania, Russia, Ukraine (12)
Human Rights	AFR Regional, Burundi, Liberia, Malawi, Sierra Leone, Somalia, South Africa (8)	Bangladesh, Cambodia, Jordan, Philippines (4)	Colombia, Honduras, Jamaica, LAC Regional, Mexico, Peru (6)	Kazakhstan, Kyrgyzstan, Russia, Uzbekistan (4)
Labor	AFR Regional, Malawi (2)	Bangladesh, Cambodia, Indonesia (3)	Jamaica (1)	Bulgaria, Croatia, Europe Regional, Macedonia, Montenegro, Russia, Serbia (7)
Legal and Judicial Development	AFR Regional, Burundi, Ghana, Kenya, Malawi, REDSO-ESA, Rwanda, Somalia, South Africa, Zambia (10)	Cambodia, China, Egypt, India, Indonesia, Jordan, Mongolia, Nepal, Philippines, West Bank and Gaza (10)	Bolivia, Caribbean Regional Program, Colombia, Dominican Republic, Ecuador, El Salvador, Guatemala, Guyana, Honduras, Jamaica, Mexico, Nicaragua, Paraguay, Peru (14)	Albania, Armenia, Azerbaijan, Bosnia and Herzegovina, Bulgaria, Croatia, Eurasia Regional, Europe Regional, Georgia, Kazakhstan, Kosovo, Kyrgyzstan, Macedonia, Montenegro, Romania, Russia, Serbia, Tajikistan, Turkmenistan, Ukraine, Uzbekistan (21)
Other Governance	AFR Regional, Angola, Benin, Burundi, Ethiopia, Ghana, Guinea, Kenya, Madagascar, Malawi, Mali, Mozambique, Namibia, Nigeria, REDSO-ESA, Senegal, Sierra Leone, South Africa, Tanzania, Uganda, Zambia, Zimbabwe (22)	ANE Regional, China, India, Indonesia, Iraq, Nepal, Pakistan, Sri Lanka, Yemen (9)	Bolivia, Colombia, Ecuador, El Salvador, Honduras, LAC Regional, Paraguay, Peru (8)	Armenia, Azerbaijan, Bosnia and Herzegovina, Bulgaria, Croatia, Eurasia Regional, Europe Regional, Georgia, Kazakhstan, Kosovo, Kyrgyzstan, Macedonia, Montenegro, Romania, Russia, Serbia, Tajikistan, Turkmenistan (18)
Political Party Support	Burundi, Guinea, Malawi, Nigeria, REDSO-ESA, Rwanda, Senegal, Zambia (8)	Bangladesh, Cambodia, Jordan, Mongolia, Nepal (5)	Bolivia, Dominican Republic, Mexico (3)	Albania, Armenia, Azerbaijan, Belarus, Bosnia and Herzegovina, Bulgaria, Croatia, Georgia, Kazakhstan, Kosovo, Kyrgyzstan, Macedonia, Moldova, Montenegro, Romania, Russia, Serbia, Tajikistan, Ukraine (19)

* Source: CDIE Annual Report Database Emphasis Coding Reports FY2003

HOW THE DG OFFICE IS ORGANIZED



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Bill Yaeger, Deputy Director

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Danuta Lockett
Cathy Savino

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Shannon Smith
Madeline Williams

ANE

Josh Kaufman
Patricia Alexander
Shamila Chaudhary
April Hahn
Gary Hansen
Joan Larcom
Mary Ann Riegelman
Keith Schulz
Kate Somvongsiri

LAC

Eric Kite
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Neil Levine
Pierce McManus
Jenny Murphy
Jerry O'Brien
Carol Sahley
Michele Schimpp

E&E

David Black
Keith Crawford
Bruce Kay
Mike Keshishian
Mark Koenig
Ted Priftis
Paul Scott

HOW TO ACCESS A DG OFFICE IMPLEMENTING MECHANISM

Copies of current acquisition and assistance awards have been sent to all missions and contracting officers. Sample statements of work are available from DCHA/DG staff or from the web at <http://inside.usaid.gov/G/DG/>.

Accessing an indefinite quantity contract (IQC):

NOTE: There is no dollar value or time limit on delivery orders other than the IQC's ceiling/period of performance.

1. To access the IQCs, missions prepare a statement of work (SOW) for a task order that briefly describes the purpose, background, objectives, desired activities, deliverables, and/or performance measures as appropriate, as well as a notional budget and timeframe.
2. The SOW is shared with the DCHA/DG cognizant technical officer (CTO) to ensure that the proposed activities are consistent with the IQC purpose and that the budget is within the existing award ceiling level. DCHA/DG may also offer substantive comments on the SOW for mission consideration.
3. Fair consideration as to which of the IQC firms will undertake the proposed activity is required. Section F of the contract specifies a three-tiered fair consideration process. The first tier is a review of past performance. Past performance information is available from DCHA/DG and on the Intranet at <http://inside.usaid.gov/G/DG>. The second tier is a review of proposed personnel and their availability. The third tier is a review of technical and cost proposals. Tier 2 and 3 documentation may be requested of the contractors if Tier 1 consideration is not decisive. If the mission determines that information at a tier, moving from 1-3, is sufficient to justify a fair consideration determination, there is no need to go to the next level, unless the proposed activities are \$2 million or more. With requirements of \$2 million or more, a Tier 3 review, managed by the mission's contracting officer, is required. If an awardee is selected based on a Tier 1 or Tier 2 review, a brief written justification is submitted to the mission contracting officer with the request to make the award.
4. After review of the SOW by DCHA/DG and determination of fair consideration, the mission sends a formal request to its contracting officer to negotiate a task order under the IQC.

Accessing a grant or a cooperative agreement (CA):

NOTE: Proposed programs must fit within the scope of the activities funded by the central award. However, grantees and CAs may agree to extend their program in a given country or to initiate a program in a new country. Because grants and CAs are assistance instruments, USAID may not impose a particular activity, nor may it dictate which member of the CA shall implement a given program. Preferences, however, should be stated and will be forwarded to the CA by the CTO along with the draft SOW.

1. The mission sends a draft statement of work (SOW) to the DCHA/DG program contact who serves as the cognizant technical officer (CTO). A notional budget should be attached.
2. If the existing grant or cooperative agreement program scope accommodates the proposed activity, the CTO reviews the mission SOW with the grantee. With grantee agreement the CTO responds to the mission, a funds transfer is arranged, and an incremental funding action is scheduled. If the mission SOW cannot be accommodated in the program description of the existing grant or cooperative agreement, the CTO assesses partner organization interest in the mission SOW and then, as necessary, requests negotiation of modification of the grant/cooperative agreement by the grants officer. This requires significantly more time.

Accessing a participating agency service agreement (PASA):

NOTE: Proposed programs will be discussed with PASA agency staff to determine that agency's interest and ability to respond.

1. The mission sends a draft statement of work (SOW) to the DCHA/DG program contact who serves as the cognizant technical officer (CTO).
2. After the DCHA/DG and PASA review, mission is notified of approval and sends a formal request to the appropriate contracting officer to negotiate a buy-in or incremental funding action, as appropriate.



CROSS-CUTTING SERVICES (Agency Objectives 2.1-2.4)

- **DG Analytical Services**
- **Democracy Fellows**
- **Women in Politics**
- **Survivors Funds**
- **Overseas Technical Assistance Contract**

IQCs FOR DG ANALYTICAL SERVICES

Strategic Support Objectives 2.1-2.4

DCHA/DG Contact: Josh Kaufman (CTO)

IQCs	Award Number	Expiration
Associates in Rural Development	AEP-I-00-99-00041-00	9/29/2004
Management Systems International	AEP-I-00-99-00040-00	9/29/2004

Purpose: These two IQCs have been designed primarily to provide analytical and implementation services and to advance the technical excellence of the Agency's DG programs.

Possible Work Areas: The IQCs may be used to

Undertake DG and subsectoral assessments, e.g.,

- Full-scale DG sector assessments that include examination of all major functional components and areas of USAID interest
- Single component or subsectoral DG assessments (e.g., rule of law, decentralization, elections and political processes, civil/military relations)
- Regional or multi-country DG assessments

Develop DG strategies, e.g.,

- Long-term strategic plans, including strategic objectives and targets of opportunity, or incorporating DG strategies, principles, and approaches into an overall program portfolio
- Regional level DG strategies, programs, and action plans

Design DG programs, activities, and evaluations, e.g.,

- Designing or redesigning DG programs or activities
- Designing or redesigning programs or activities in other program sectors that have either a DG component or in which DG principles and strategies are to be incorporated
- Designing or redesigning functional activities
- Evaluating programs and activities at various points during and following implementation including "shake-down", mid-term, and final evaluations
- Developing monitoring and evaluation plans for programs and activities

Manage for and report on results, e.g.,

- Developing and refining DG indicators at the strategic (objectives), subsectoral (subject areas), and activity (implementation) levels
- Data collection and analysis plans and methodologies to track achievement toward stated objectives
- Developing or revising performance plans, results frameworks, and/or R4s (or their functional equivalents), including objectives and indicators

Provide information, documentation, training, networking, and research, e.g.,

- Assessing and making maximum use of new and alternative information sources and modes of communication (e.g., Internet discussion groups, teleconferencing, bulletin boards, and data bases)
- Developing, maintaining, and using targeted mailing lists or other techniques to disseminate information
- Developing and implementing training programs to increase the knowledge and skills of USAID personnel or that of cooperating partners or other donors
- Facilitating workshops that bring together USAID staff with cooperating agencies including PVOs, NGOs, universities, consulting firms, to discuss the Agency's DG programs and the potential role of these partners in the program's implementation
- Studies pertaining to policy constraints, theoretical limitations, and systemic or sectoral problems

Provide direct technical assistance and/or advisory services to host-country institutions (both governmental and non-governmental) and to promote the transition to and consolidation of democracy and improved governance, e.g.,¹

- Developing and implementing capacity-building training programs for both government and non-governmental actors in a range of functional and generic areas at the local, national, regional or global levels
- Facilitating the exchange of both government and non-government staff on a regional and inter-regional basis, and, where necessary, providing relevant training through workshops and seminars

Purchase commodities and implement DG programs

DCHA/DG has repositioned funds allowing for the rapid deployment of resources, including qualified technical personnel for reconnaissance, planning, and early implementation of assistance activities. Also, the IQCs include authorization for the management of a small grants program. Please contact the CTO for further information.

PRIME CONTRACTORS:

Associates in Rural Development, Inc. (ARD)
Rhys Payne
159 Bank Street; Suite 300
P.O. Box 1397
Burlington, VT 05402
Tel: (802) 658-3890
Fax: (802) 658-4247
E-mail: rpayne@ardinc.com
Web site: <http://www.ardinc.com>

Management Systems International (MSI)
Robert Herman
600 Water Street, SW
Washington, DC 20024
Tel: (202) 484-7170
Fax: (202) 488-0754
E-mail: rherman@msi-inc.com
Web site: <http://www.msiworldwide.com>

SUB-CONTRACTORS:

To ARD:

Caribbean Resources International
Center for the Study of Democracy, University of
California, Irvine
Checchi & Company Consulting, Inc.
Innovative International Development, Inc.
International Science and Technology Institute, Inc.

To MSI:

Academy for Educational Development
The Asia Foundation
Evidence Based Research, Inc.
Institutional Reform and the Informal Sector,
University of Maryland
International City/County Management Association
International Foundation for Election Systems
Michigan State University
Southern University and A&M College System
State University of New York at Albany

¹ The implementation of DG work will fall primarily under other contracts and assistance awards. However, implementation may be required under this subject area as well, but only under the following circumstances:

- (1) for implementation involving programs that cut across two or more sectors of USAID concern (such as, but not limited to, economic and environmental programs), provided that one of the program areas is included in USAID's DG framework
- (2) for implementation of programs in DG covered by the scope of this subject area and not covered under other contracts or assistance awards
- (3) for implementation precluded by policy and legal restrictions under other contracts and assistance awards

DEMOCRACY FELLOWS COOPERATIVE AGREEMENT

Strategic Support Objectives 2.1-2.4

DCHA/DG Contact: Lynne Doores-Fendell (CTO)

Cooperative Agreement	Award Number	Expiration
World Learning	AEP-A-00-95-00024-00	9/30/2005

Purpose: The Democracy Fellows Program (DFP) develops the talents and the career commitment of junior and mid-level democracy experts by providing them with essential field experiences in international democracy-building. The DFP is intended to help promote democratic institutions in developing countries and transitional or emerging democracies, while also helping to develop a cadre of U.S. professionals and technical experts who will have gained invaluable field experience in international democracy, development, and governance issues.

Possible Work Areas: Fellows are expected to work in the specific field of democracy and governance, for example, working with evolving democratic institutions or transitional governments; providing policy analysis and advice; developing evaluation indicators and practical applied (not purely academic) research or methodologies; actively promoting improved democratic practices; providing technical comment on host country, USAID, or other donor organizations' plans and programs; helping to strengthen the capacities of local democratic organizations; providing electoral/constitutional assistance; promoting legal or judicial administration; promoting legislative and electoral reforms; and aiding the development of counterpart institutions and individuals. Each Democracy Fellowship must also include both some technical assistance that directly benefits a host country counterpart, as well as an approved "work product" (e.g., a series of articles, book, etc.) that significantly advances the state of democracy and development.

Matching and Negotiation: Any successful fellowship necessarily requires a high degree of symmetry between the expectations and needs of the fellow and those of the sponsoring organization. This also requires a measure of mutual flexibility, all within the stated fellowship program policies that USAID has established for the DFP. Obviously, pre-award negotiations may occur among the DFP, the identified fellowship candidate, and the mission which sponsors the fellowship. It is not anticipated that any candidate's proposal will exactly match the needs and priorities of the sponsoring organization, but it is expected that the fellowship selection process will yield specific Democracy Fellows whose proposals will serve as a realistic basis for jointly negotiating with the sponsor the annual fellowship work plan that is required of each fellow.

USAID costs for DFP fellowships come from mission program budget funding (not OE budgets), via an OYB transfer to DCHA/DG. DCHA/DG is absorbing the cost of program management, operations, administration, or other overall expenses. Missions may sponsor a fellowship for a period of one or two years, or (as most missions seem to prefer) for a one-year term, with the possibility of a renewal if mutually agreeable. The DFP will also consider the feasibility of somewhat shorter term fellowships (e.g., a nine-month fellowship which may be better suited to a fellow who otherwise works on an academic calendar). In general, however, very short-term mission needs, e.g., less than six months or so, probably should be pursued through alternative short-term consultant and contractor mechanisms, rather than through the DFP.

GRANTEE:

World Learning
David Burgess
1015 15th Street, NW; Suite 750
Washington, DC 20005
Tel: (202) 408-5420
Fax: (202) 408-5397
E-mail: dem.fellows@worldlearning.org
Web site: <http://www.worldlearning.org>

WOMEN IN POLITICS GRANT

Strategic Support Objectives 2.1-2.4

DCHA/DG Contact: Wendy Marshall (CTO)

Contract	Award Number	Expiration
Women's Campaign International	GDG-G-00-02-00006-00	11/30/2004

Purpose: DCHA/DG has awarded a grant to Women's Campaign International (WCI) in support of its goal to increase women's political participation.

Work Areas: WCI partners with local women's groups, providing technical assistance and funding to support local action agendas. WCI plans to conduct programs in three countries over a two year period.

WCI's grant allows it to work with a large array of women's groups, including but not limited to the below:

- Women's advocacy groups
- Women elected officials
- Women professional organizations
- Women political party members

Technical assistance may encompass the following topics:

- Advocacy
- Coalition building
- Leadership training
- Message building
- Media relations
- Fundraising

GRANTEE:

Women's Campaign International (WCI)
Mary J. Conway
1 Presidential Blvd, Ste. 209
Bala Cynwyd, PA 19004
Tel: (610) 660-6110
Fax: (610) 660-6113
E-mail: info@womenscampaigninternational.org

SURVIVORS FUNDS

Results Package Number: 932-005

DCHA/DG Contact: Lloyd Feinberg (CTO)

Funds	Award Number	Expiration
Displaced Children and Orphans Fund	GPH-C-00-01-00017	9/27/2004
Leahy War Victims Fund	GPH-C-00-01-00017	9/27/2004
Victims of Torture Fund	GPH-C-00-01-00017	9/27/2004

Purpose: The Victims of Torture Fund (VOT) supports programs assisting in the rehabilitation of individuals who suffer from the physical and psychological effects of torture.

The Patrick J. Leahy War Victims Fund (LWVF) provides a dedicated source of financial and technical assistance to programs that address the needs of people living with disabilities, primarily those who suffer from mobility-related injuries - caused by unexploded ordnance (UXO), including anti-personnel landmines - and other direct and indirect causes of physical disability (polio and other preventable diseases that might result from interrupted immunization campaigns).

The Displaced Children and Orphans Fund (DCOF) provides financial and technical assistance for community-based programs in 17 countries to assist vulnerable children who are separated or orphaned and without parental or adult supervision.

Possible Work Areas: The VOT fund supports programs that help heal the psychological and physical trauma caused by torture and that affirm the dignity of the survivor by restoring his or her position as a functioning and contributing member of the family and the community. The VOT fund works through NGOs that

- provide direct services to survivors, their families, and communities
- strengthen the capacity of country-based institutions in their delivery of services to survivors
- increase the level of knowledge and understanding about the needs of torture victims

Specifically, the VOT fund supports approximately 45 treatment programs that attend to the medical, psychological, and social needs of torture survivors and their families. These programs include advocacy, training, technical assistance, and research.

The LWVF is concerned with the provision of orthopedic services and devices to ensure unassisted mobility for civilian war victims. Assistance includes training and institutional capacity strengthening, facilities upgrading, materials provision, and support for national disabilities policy reform and public advocacy. In addition, programs include support for the social and economic reintegration of these survivors. This fund is coordinated and supported by the Office of Democracy and Governance, although most activities are implemented through grants and agreements that are managed by USAID Missions. The LWVF currently supports program activities in 13 countries.

As part of its oversight and managerial responsibilities for the funds DCHA/DG maintains a technical assistance contract with CESSI. This contract provides technical assistance and support for field missions that are interested in developing or are actively managing field activities under the funds.

Victims of Torture Fund Cherry Engineering Support Services, Inc. (CESSI)

Danuta Lockett, Activity Director
1300 Pennsylvania Ave., NW
North Tower, #700
Washington, DC 20004
Tel: (202) 789-1500
Fax: (202) 789-1601
E-mail: danuta@dcovwvf.org
Web site: <http://www.victimsoftorturefund.org>

Displaced Children and Orphans Fund and Leahy War Victims Fund

Cherry Engineering Support Services, Inc. (CESSI)
Cathy Savino, Activity Director
1300 Pennsylvania Ave., NW
North Tower, #700
Washington, DC 20004
Tel: (202) 789-1500
Fax: (202) 789-1601
E-mail: csavino@usaid.gov
Web site: <http://www.displacedchildrenandorphansfund.org>
<http://www.leahywarvictimsfund.org>

OVERSEAS TECHNICAL ASSISTANCE CONTRACT

Strategic Support Objectives 2.1-2.4

DCHA/DG Contact: Michael Miklaucic (CTO)

Overseas Technical Assistance Contract	Award Number	Expiration
MSI	DFD-P-00-03-00094-00	1/14/2007

Purpose: The primary objective of this agreement is to increase DCHA/DG's capacity to support activities that promote democracy and good governance by USAID field missions and other operating units. The contractor will provide qualified DG specialists for short-term assignments around the world, giving DCHA/DG the ability to respond quickly to technical support needs.

Possible Work Areas: The contractor will maintain a roster of DG specialists available on short notice for assignments around the world. These specialists will be knowledgeable about USAID methodologies and techniques for programming, contracting, implementation, democracy promotion, and have related skills and experience necessary to provide support to field missions and non-presence posts. The specialists on the roster will be selected and maintained with the concurrence and approval of the CTO in DCHA/DG. When the services of a specialist are required for an assignment DCHA/DG will inform the contractor of the general nature of the assignment, the expected product or outcomes, the estimated times and places of travel, and the experience and skills required to complete the assignment successfully. Depending on the nature of the assistance sought, work assignments will vary as will the geographic location and duration of the work. In general, it is expected that the normal duration of a temporary assignment will be two to four work weeks. The contractor will provide logistical support, including travel arrangements and purchase of tickets, clerical and secretarial support, arrangements for meetings and appointments, equipment such as computers, communications services, and travel and salary advances.

Examples of typical assignments are:

- prepare scopes of work for accessing DCHA/DG central contract and grant mechanisms for program implementation
- revise and/or update strategic objective indicators
- conduct or participate in updating field mission DG sector assessments
- assist missions to incorporate democratic governance concepts and elements in other development sectors
- participate in country sub-sector analyses such as in anti-corruption, civil society development, local governance, judicial sector reform, or human rights programming
- participate as a panel member for the technical review of proposed DG contracts
- serve in an "acting" capacity for a field mission's democracy programs
- conduct and participate in the evaluation of mission democracy programs
- provide technical assistance and advice to the line ministries of foreign countries
- provide technical support and expertise to State Department, multinational organizations and bilateral donors

PRIME CONTRACTOR:

Management Systems International (MSI)

Robert Herman

600 Water St., SW

Washington, DC 20024

Tel: (202) 484-7170

Fax: (202) 488-0754

E-mail: rherman@msi-inc.com

Web site: <http://www.msiworldwide.com>



RULE OF LAW

Strengthening rule of law and respect for human rights (Agency Objective 2.1)

Technical Division Chief
José Garzon

Just as there are many ways of defining rule of law sector elements and problems, there are also numerous ways of developing rule of law programs. The DG Office supports work in rule of law in three areas:

- Improving outdated or otherwise inadequate legal frameworks and codifying human rights
- Strengthening justice-sector institutions
- Increasing citizens' access to justice

The relative importance of these factors in a given country depends upon its cultural and historical legacy and other contextually defined conditions.

Priority Areas: Legal reform, administration of justice, citizens' access to justice, respect for human rights, and constitutions and fundamental law

IQCs FOR RULE OF LAW

Results Package Number: 932-001

DCHA/DG Contact: Keith Crawford (CTO)

IQCs	Award Number	Expiration
National Center for State Courts	AEP-I-00-00-00011-00	3/27/2005
The IRIS Center	AEP-I-00-00-00012-00	3/28/2005
Management Sciences for Development	AEP-I-00-00-00013-00	3/27/2005

Purpose: In many states with weak or nascent democratic traditions and underdeveloped economies, the processes and institutions that are necessary to uphold the rule of law are incompletely evolved, ineffective, or may not even exist. Legal frameworks are often out of touch with social reality and contemporary needs, and often diverge significantly from internationally accepted norms. Customary and informal practice may cause further deviations. When these conditions prevail, the rule of law, democratic reform, and sustainable economic development cannot be achieved.

The purpose of these IQCs is to support transition to, and consolidation of the rule of law, and the promotion and protection of human rights throughout the world. Activities under these IQCs will improve and enhance the Agency's performance in facilitating the growth and sustainability of legal and judicial systems that promote a rule of law consistent with respect for human rights and market-based economies, commitment to legal equity, and democratic principles.

Possible Work Areas: Activities under these IQCs will involve the following functional areas: (1) legal frameworks, (2) justice sector institutions, (3) access to justice, and (4) building constituencies for sectoral reform.

- (1) Legal Frameworks: Work in this area addresses a nation's legal framework (its constitution, organizational, procedural, and substantive laws, and regulations). If these are inadequate, promoting the rule of law can become a futile endeavor. For example, many developing countries inherited legal structures from colonial powers. These structures are usually antiquated or inconsistent with contemporary social and economic realities. Often, constitutionally recognized human rights guarantees are not supported in the secondary laws that effectively govern sectoral operations. These operations are also impeded by laws defining basic organization in ways that entrench inefficiencies, facilitate or encourage corruption, and undermine institutional mandates. Outdated laws often inhibit commercial transactions, and prohibit the adoption of modern technologies and practices.
- (2) Justice Sector Institutions: In most countries, the justice sector is comprised of several interdependent institutions: the judiciary, prosecutors, investigators and the police, public defenders, and the private bar. In most developing and transition countries, justice sector institutions suffer from a lack of integration, uneven development, and often incompatible institutional mandates and traditions. In addition, lack of skills and knowledge to make new systems work as intended, along with informal practices, may further distort performance. The objective for work in this area is to assist institutions to make them more efficient and effective.
- (3) Access to Justice: In many countries, years of colonialism, authoritarianism, or brutal dictatorship have robbed individuals of any expectation of fair treatment by governmental institutions. Often there is little understanding or information about rights and how to use the justice system to defend them. Inadequate capacity of the courts and resulting case backlogs frequently mean that justice is both delayed and denied. Work in this area focuses on promoting equal access to justice to ensure that all individuals are able to seek and obtain redress for their grievances—be they with other private parties or with state officials or organizations.
- (4) Building Constituencies for Reform: Reform of the justice sector is a political process and requires political support to succeed. Despite the many complaints about justice systems, and the often very clear picture of what needs to be fixed, reform programs are often stymied by a lack of effective local backing. Vested

interests, powerful opposition, or the sheer weight of inertia and fear of the unknown frequently prevent any but the most minimal advances. Like the particular problems, the political obstacles vary from country to country, but in all cases, the common challenge is to generate broader interest, coordinate the actions and concerns of a variety of political actors, reach consensus on a common plan of action, and maintain support through its implementation. Work in this area is focused on developing the political will necessary to carrying through with reforms.

Specific tasks under these IQCs may include, but are not limited to the following:

- Justice sector assessments
- Justice sector strategy development
- Justice sector activity design
- Justice sector institutional analysis
- Justice sector planning
- Justice sector technical assistance
- Analysis of linkages between rule of law and economic growth objectives
- Judicial training
- Human rights training
- Other justice sector training
- Managing for results planning
- Financial analysis
- Legal analysis and research (in common and civil law systems, comparative legal systems, international law, labor law, constitutional law, business law, commercial law, law of associations, and general law)
- Auditing of justice-sector institutions
- Workshop and conference planning
- Publishing (e.g., monographs, studies)
- Procurement/logistics (e.g., computers and office supplies for courts)

DCHA/DG has prepositioned funds allowing for the rapid deployment of resources, including qualified technical personnel for reconnaissance, planning and early implementation of assistance activities. Also, the IQCs include authorization for the management of a small grants program. Please contact the CTO for further information.

PRIME CONTRACTORS:

National Center for State Courts (NCSC)
Richard Van Duizend
2425 Wilson, Blvd., Suite 350
Arlington, VA 22201
Tel: (703) 841-0200
Fax: (703) 841-0206
E-mail: Rvanduizend@ncsc.dni.us
Web site: <http://www.ncsconline.org>

IRIS Center
Charles Cadwell
2105 Morrill Hall
University of Maryland
College Park, MD 20742
Tel: (301) 405-3110
Fax: (301) 405-3020
E-mail: Chas@iris.econ.umd.edu
Web site: <http://www.iris.umd.edu>

Management Sciences for
Development, Inc. (MSD)
Alfredo Cuellar, Jr.
4455 Connecticut Avenue, NW
Suite A-100
Washington, DC 20008
Tel: (202) 537-7410
Fax: (202) 537-5099
E-mail: ACuellar@msdglobal.com
Web site: <http://www.msdglobal.com>

SUB-CONTRACTORS:

To NCSC:
DPK Consulting
National Judicial College

To IRIS Center:
Abt Associates, Inc.
American University,
Washington College
of Law
Casals & Associates
InterAmerican Bar Foundation
International Programs
Consortium, Inc.
Amex International, Inc.
Barents Group
Center for International
Development and Conflict
Management, University of
Maryland
International Law Institute
Spangenberg Group

To MSD:
SUNY, New York University
American University
Planitech
Brown & Co.

RESOURCE GROUP:

Environmental Law Institute, and
others

HUMAN RIGHTS AND RULE OF LAW COOPERATIVE AGREEMENTS

Results Package Number: 932-001

DCHA/DG Contacts: Keith Crawford (CTO)

Cooperative Agreement	Award Number	Expiration
RIGHTS Consortium	AEP-A-00-99-00016-00	8/9/2005

Purpose: DCHA/DG has awarded two “leader with associates cooperative agreements” to non-governmental organizations to enhance the Agency’s capacity to promote respect for human rights and the rule of law by providing accelerated access to NGOs with extensive human rights and rule of law expertise. The RIGHTS Consortium includes Freedom House as the lead organization with the American Bar Association’s Central and Eastern European Initiative (ABA/CEELI) and the National Democratic Institute for International Affairs (NDI). The second consortium includes the International Foundation for Election Systems (IFES) as the lead organization and the International Human Rights Law Group (Law Group).

Possible Work Areas: Both consortia offer programs in the following areas:

- Strengthening legal protections for human rights and gender equity in conformance with international standards
- Promoting the reform of judicial, legal, and regulatory frameworks (codes, laws, constitutions, etc.) that support democratic institutions and market-based economies
- Strengthening justice sector institutions, including the judiciary, prosecution, legal defenders, and civilian police
- Improving access to justice and the skills and knowledge necessary to use the justice system effectively, including legal literacy, legal, and alternative dispute resolution programs

Leader with Associates Cooperative Agreements: The two cooperative agreements are structured to offer USAID accelerated access to the expertise of the NGO partners. Awarded as “leader with associates” agreements, missions and bureaus may negotiate and award, with no further competition (and without the noncompetitive justification required by ADS 303), separate cooperative agreements or grants to the partner organizations for work in rule of law and human rights. Associate award provisions are thereby loosely analogous to those for task orders under an IQC. In addition, DCHA/DG funding of the leader awards pre-positions resources for the quick mobilization of personnel when needed. For USAID Missions and bureaus, the cooperative agreements thus offer ready assistance in meeting urgent requirements for assessments, strategy formulation, activity design, and implementation start-up. The rapid response capability is expected to be especially useful in the programming of economic support funds and non-presence country activities.

The scope of activities that are eligible to be undertaken through either the leader or associate agreements is broad and meant to cover the complete spectrum of donor assistance activities in rule of law and human rights. Specifically, an activity that is consistent with the above stated purpose or work areas is eligible to be undertaken with the provisions of the new cooperative agreements.

The leader agreements have an authorized funding level of \$4 million each and a five-year life (see expiration dates at top). There is no limit on the value of individual associate awards, nor ceiling on the total value of associate awards that may be awarded over the effective life of the leader agreement. Associate awards may extend beyond the life of the lead award.

Missions and bureaus interested in accessing the services of either of the two cooperative agreements should

contact the CTO for further details and guidance.

Core Activities:

Leader Cooperative Agreements—DCHA/DG will fund core activities under the two leader cooperative agreements to which missions and regional and other central bureaus may also wish to contribute. Core funds will be spent on four main areas: rapid response assistance in non-presence and priority presence countries; regional and inter-regional human rights and legal advocacy networks; development and dissemination of resource materials; and assessment and evaluation. Core funding is, unfortunately, very limited, and field missions may fund core activities with their own funds.

Associate Award Activities—Missions/bureaus fund all “associate” award activities.

IFES/LAW GROUP CONSORTIUM:

IFES (lead organization/consortium point of contact)
Keith Henderson
1101 15th Street, NW
Third Floor
Washington, DC 20005
Tel: (202) 828-8507
Fax: (202) 452-0804
E-mail: khenderson@ifes.org
Web site: <http://www.ifes.org>

International Human Rights Law Group
Mark Bromley
1200 18th Street, NW
Suite 602
Washington, DC 20036
Tel: (202) 822-4600
Fax: (202) 822-4606
E-mail: markb@hrlawgroup.org
Web site: <http://www.hrlawgroup.org>

AFFILIATES:

With the IFES/Law Group Consortium:
International Law Institute

U.S. DEPARTMENT OF JUSTICE PASA

Results Package Number: 932-001

DCHA/DG Contact: Patricia Alexander (CTO)

PASA	Award Number	Expiration
Department of Justice	AEP-P-00-96-00024	9/30/2004

Purpose: Strengthening the capacity of legal systems and institutions to render justice fairly and effectively is fundamental to establishing the rule of law. To advance USAID's efforts in these areas, DCHA/DG entered into a participating agency service agreement (PASA) with the U.S. Department of Justice (DOJ). Under the PASA, USAID Missions around the world can utilize DOJ's expertise to conduct justice sector assessments, design ROL projects, provide technical assistance and training, review laws and legislation, and make policy recommendations.

Possible Work Areas: Through its office for Overseas Prosecutorial Development, Assistance and Training, DOJ can offer a broad range of ROL support by drawing from its pool of administrative personnel and 8,000-plus attorneys, as well as other legal sector professionals. For example, DOJ can provide technical assistance and training to judges, prosecutors, and other justice sector personnel in such areas as basic legal and investigative skills, professional responsibility, case management, budgeting, and strategic planning. In addition, DOJ can offer more specialized assistance directed at addressing a variety of crime problems, including public corruption, fraud, money laundering, organized crime, and child exploitation. While the PASA emphasizes criminal justice assistance, it also enables USAID Missions to access DOJ's expertise in other areas, such as civil rights, commercial law, and environmental law.

Depending on their availability and departmental interests, DOJ personnel may be available for short- to long-term ROL assignments. In general, with respect to short-term assignments, it is envisioned that DOJ will continue to pay the salary costs of its personnel, while USAID will cover additional costs associated with ROL activities, such as travel and per diem. Thus, aside from providing access to considerable legal resources, the PASA offers missions a cost-effective means of delivering ROL assistance.

This agreement must be accessed through the Office of Democracy and Governance. USAID Missions should contact the CTO to discuss the agreement. Please do not contact the DOJ directly.

INTERNATIONAL DEVELOPMENT LAW ORGANIZATION GRANT

Results Package Number: 932-001

DCHA/DG Contact: Kate Somvongsiri (CTO)

Grant	Award Number	Expiration
International Development Law Organization	AEP-G-00-97-00031-00	9/30/2006

Purpose: To support specific programs being developed by the International Development Law Institute (IDLI) which contribute to USAID objectives in the rule of law field.

Possible Work Areas: Activities over the life of the grant might include training of lawyers and judges; development of judicial benchbooks; organization of conferences and/or workshops dealing with impact analysis of legal reform and training at the country level; country legal sector needs assessments; activities developing synergisms among democracy, governance, and economic growth; technical assistance; and other activities leading to the strengthening of legal and judicial organizations within the context of USAID programs.

Training activities are expected to consist primarily of focused, in-country customized training workshops as agreed by USAID and IDLI, but may also utilize the Rome Training Center and the IDLI basic curriculum, as appropriate.

GRANTEE:

International Development Law Organization (IDLO)
William Loris
Via di San Sebastianello, 16
00187 Rome, Italy
Tel: 39-06-697-9261
Fax: 39-06-678-1946
Web site: <http://www.idli.org>



ELECTIONS AND POLITICAL PROCESSES

More genuine and competitive political processes (Agency Objective 2.2)

Technical Division Chief
Michele Schimpp

Elections can be a primary tool to help force political openings and expand political participation. In recent years, elections have been a principal vehicle for democratization, as authoritarian governments have frequently fallen to democratic forces. Electoral campaigns also tend to foster political liberalization. For an election to be free and fair, certain civil liberties, such as the freedoms of speech, association, and assembly, are required. Elections offer political parties and civic groups an opportunity to mobilize and organize supporters and share alternative platforms with the public. They also serve to encourage political debate.

Priority Areas: Impartial electoral frameworks, credible electoral administration, effective oversight of electoral processes, informed and active citizenries, representative and competitive multi-party systems, inclusion of women and other disadvantaged groups, effective transfers of political power

CONSORTIUM FOR ELECTIONS AND POLITICAL PROCESS STRENGTHENING II

Results Package Number: 932-002

DCHA/DG Contact: Sundaa Bridgett (CTO)

Cooperative Agreement
CEPPS

Award Number
DGC-A-00-01-00004-00

Expiration
2/3/2006

Purpose: DCHA/DG has awarded a cooperative agreement to the Consortium for Elections and Political Process Strengthening (CEPPS), a joint venture among the International Foundation for Election Systems, the International Republican Institute, and the National Democratic Institute for International Affairs. All three are leaders in this field and possess a vast amount of experience and expertise. CEPPS programs may be implemented by one member of the consortium, by two or more working on activities separately, or by two or more members working jointly.

The purpose of this agreement is to strengthen and support democratic electoral and political processes by providing access to international and regional organizations that offer a full array of activities in this field. The emphasis is on long-term planning and sustainable development of electoral and political processes rather than event-driven, crisis-oriented activities centered on a single election. The award was designed to allow for the initiation and implementation of short- and long-term activities without requiring a time-consuming competitive application process.

Possible Work Areas: The CEPPS cooperative agreement is designed to respond to immediate and long-term mission and bureau needs related to assessments, strategy formulations, activity designing, and program implementation. The scope of this new award broadens the range of possible activities. Specifically, activities initiated under this award may promote any of the following objectives:

- (1) Credible electoral administration: CEPPS will pursue the goal of building a sustainable indigenous capacity for developing credible electoral administration through approaches such as pre-election training and assessments; strengthening indigenous capacity at all levels of the process through training programs that ensure professionalism and sustainability; and facilitating international donor coordination that allows for effective assistance to reach defined targets in a timely manner.
- (2) Impartial electoral framework: Technical assistance and support for legislators, election administrators, and other government officials, political parties, and citizen groups can be used to develop effective and impartial laws, regulations, constitutional provisions, and institutions that govern electoral processes. Assessments, legislative drafting, fora for public participation and dialogue on electoral reform, and technical assistance to local NGOs are illustrative examples of the avenues that CEPPS provides.
- (3) An informed and active citizenry: Approaches to promote this objective may include civic education campaigns that prepare citizens to exercise their rights and responsibilities in a democratic society; voter education campaigns to inform citizens about the voting process, motivate them to vote, and help them distinguish between political competitors on the basis of substantive issues; training in citizen participation, policy advocacy, and watchdog activities to ensure effective public input in the political process; and capacity building of local NGOs to ensure sustainable and vibrant civil society engagement in governmental and political processes.
- (4) Effective oversight of electoral process: CEPPS can employ comprehensive, long-term approaches to election oversight that link election monitoring with efforts to strengthen electoral complaint mechanisms, as well as regulatory and law reform efforts by political parties, electoral authorities, and citizen groups. Election monitoring programs can be developed to improve the credibility of the electoral process and increase public confidence. Compliant mechanisms may be developed through political party pollwatching and the mobilization of knowledgeable get-out-the-vote workers. The consortium also will support domestic nonpartisan monitoring initiatives by NGOs and help them strengthen their capacities to conduct watchdog and policy advocacy activities between elections. Where appropriate, CEPPS can organize international election assessments that address the entire election process.

- (5) Representative and competitive multi-party system: Political party strengthening programs can be used to develop substantive platforms that reflect citizen concerns and democratic structures within parties based on public input. Assistance to political parties can be given at the national and/or sub-national levels to develop and implement strategic plans, professional secretariats with management and budgetary capabilities, internal communications, and pollwatching capabilities. CEPPS can provide confidential, individual consultations to all viable democratic parties in a country, multi-party fora and networks, and study missions to other countries. Training activities will be developed through consultations with individual parties and with the help of opinion polling and focus groups.
- (6) Effective transfer of political power: CEPPS may be used to provide training or technical assistance for the development of skills for newly elected leaders or new political structures. In situations of transfers of power, CEPPS can offer rapid response assistance to political parties, legislative bodies, and citizen groups. Technical assistance, guidance, training, and other activities can also be used to promote political consolidation, coalition building, and constitutional reform.
- (7) Effective governance by elected leaders and bodies: CEPPS programs strive to promote the development of competent, accountable, transparent, and responsive legislatures that are capable of representing the electorate, overseeing the executive, and participating in the development of laws and policies. Through member and staff training, institutional development and lawmaking projects, CEPPS provides assistance on rules of procedure, transparency, operations of party caucuses, role of the opposition, legislative ethics, committee functions, constituency relations, and oversight of executive agencies. Using this mechanism, lawmakers and public officials can be offered comparative information about the fundamentals of the democratic process for bill-drafting, as well as techniques for increasing citizen access to the legislative process through hearings, public comment periods, correspondence, and district and town meetings.
- (8) Increased participation of women and historically disenfranchised groups: In all areas of programming, CEPPS may be used to solicit support from women and minorities and encourage their participation, including as experts, trainers, and election observers. Training can be offered to political candidates from underrepresented constituencies in order to help them develop strategies to build coalitions, reach out to voters, gather media support, and raise funds, as well to assist them in their roles as an elected official. CEPPS also works with underrepresented groups to help them build issue based and electoral coalitions; raise funds; organize advocacy, voter registration, and get-out-the-vote campaigns; and develop networks of candidates, organizations, and leaders from underrepresented groups, including women.

The Consortium for Elections and Political Processes Strengthening is made up of the following three organizations.

GRANTEES:

International Republican Institute (IRI)
 (Administrative Manager of CEPPS)
 Colleen House
 1225 Eye St., NW
 Suite 700
 Washington, DC 20005
 Tel: (202) 408 9450
 Fax: (202) 408-9462
 E-mail: chouse@iri.org
 Web site: <http://www.iri.org>

International Foundation for
 Elections Systems (IFES)
 Karen Levy-Brown
 1101 15th St., NW
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IQCs FOR ELECTIONS AND POLITICAL PROCESSES

Results Package Number: 932-002

DCHA/DG Contact: Michele Schimpp (CTO)

IQCs	Award Number	Expiration
Int. Foundation for Election Systems	AEP-I-00-00-00007-00	12/14/2004
Development Associates, Inc.	AEP-I-00-00-00008-00	12/14/2004

Purpose: To support the transition to, and consolidation of, democratic governments through which citizens choose their leaders and participate in all levels of political decision-making, particularly in transition and sustainable development countries.

Possible Work Areas: This activity is structured to provide a full range of technical assistance in electoral and political processes. The contractor will provide short- and medium-term technical, advisory, and assistance services in the area of elections and political processes. Services will involve the following functional activities:

- (1) Election Administration: May include country-specific assessments to identify the needs and constraints of conducting “free and fair” elections; technical assistance to election commissions, to develop and strengthen election laws or the constitution or to remedy problems identified in pre-election assessments; and the provision of commodities, poll-worker training, training for election officials, and voter education.
- (2) Political Party Development: May include support to political parties and assistance to legislatures to strengthen the political process. Work may include training to develop institutional capacity and leadership skills, develop party platforms, and increase constituency outreach and service.
- (3) Citizen Participation in Political Processes: May include long- and short-term programs covering the entire range of pre-, post-, and interim-election voter and civic education. Support for international observation teams, indigenous NGO poll-watching, quick counts, and any other method for monitoring the election process is also possible. May also include support for programs that focus on building the capacity of historically disadvantaged groups to participate and exert their interests in the political process.
- (4) Technical Leadership Services: Support may be provided for a range of activities that contribute to furthering the state of the art in elections and political process.

Possible activities include pre-election assessments; electoral laws/legal framework for elections; work on election dispute resolution mechanisms; training of election commissions; poll watchers and/or assistance to other polling officials; election commodity specifications, development, and procurement; political party training and development; training of indigenous or international election observers; development of civic or voter education programs; training in civic or voter education; training of election officials, legislators, and government leaders; development of programs that address gender, minority, and ethnic issues; assessment, evaluation, and/or indicator development; and campaign management.

DCHA/DG has prepositioned funds allowing for the rapid deployment of resources, including qualified technical personnel for reconnaissance, planning and early implementation of assistance activities. Also, the IQCs include authorization for the management of a small grants program. Please contact the CTO for further information.

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SUB-CONTRACTORS:

To IFES:
The Carter Center

To DA:
Decision Strategies Fairfax International
Joint Center for Political & Economic Studies
Mendez England & Associates



CIVIL SOCIETY

Increased development of a politically active civil society (Agency Objective 2.3)

Technical Division Chief
Gary Hansen

It is through the advocacy efforts of civil society organizations that people are given a voice in the process of formulating public policy. Organizations including human rights groups, professional associations, religious institutions, pro-democracy groups, environmental activist organizations, business associations, labor unions, media organizations, and think tanks play a vital role in educating the public and the government on important local and national issues. Many civil society organizations take on controversial issues. They champion women's rights, ferret out government corruption and impunity, and spotlight business practices that are exploitative of labor and the environment. Their presence and activities help assure that government and citizens comply with the rule of law.

Priority Areas: Encouraging the development of enabling environments and assisting groups to become financially viable and self-sufficient

IQCs FOR CIVIL SOCIETY

Results Package Number: 932-003

DCHA/DG Contact: Mary Ann Riegelman (CTO)

IQCs	Award Number	Expiration
Creative Associates International	AEP-I-00-00-0019-00	07/11/2005
Management Systems International	AEP-I-00-00-0018-00	07/11/2005

Purpose: The primary purpose of these IQCs is to provide rapid response technical assistance to support civil society programs of USAID Missions and regional bureaus. Services shall focus primarily on the capacity building needs of USAID's civil society partners, at the country, regional, and local levels. The range of technical assistance activities includes the design, implementation and evaluation of activities in the following areas: (1) institutional capacity building, (2) sectoral support, (3) conferencing/networking, and (4) independent media.

Possible Work Areas:

- (1) **Institutional Capacity Building:** The objectives of this activity are (a) to strengthen and/or build the institutional and managerial capacity of civil society organizations (CSOs); and (b) to improve the overall capacity of USAID Missions and bureaus to plan, manage and evaluate (e.g., ensure that lessons learned can be applied to future programs) the programs and projects that strengthen civil society. To accomplish the first objective, the contractors provide technical assistance in such areas as strategic planning and management, financial management and evaluation, and personnel/human resource management. These activities are intended to strengthen civil society organizations' internal practices of democratic governance, e.g., accountability, diversity (particularly as it relates to gender), and transparency. To accomplish the second objective the IQCs can provide technical assistance to USAID Missions and bureaus to design, implement, and evaluate civil society programs.
- (2) **Sectoral Support:** The objective of this activity is to increase the capacities and roles of CSOs in monitoring government policy formation and implementation (i.e., being watchdogs), as initiators of democratic reforms, and as participants in the formation and implementation of public policy. This activity will support the capacity of CSOs to participate in the formulation and the implementation of public policies in a range of democratic governance reform areas at both the macro and the micro levels. Specifically, this activity will increase the capacity of indigenous CSOs to participate in public policy formation and implementation in such areas as rule of law, including human and civil rights; judicial and legal reform; electoral reform and political party development; decentralization and local government reform; legislative reform; and sectoral reform and policy-making in such areas as economic growth, labor, land tenure, and resource use.
- (3) **Networking:** The objective of this activity is to increase cross-fertilization, dialogue, and greater cooperation between and among indigenous, U.S., and international CSOs. Additionally, this activity will increase the linkages between primary level (e.g., self-governing associations), intermediary associations, and national level support organizations. This would include apex organizations or federations, consortia, sectoral networks, think tanks and policy institutes, university departments (e.g., law faculties, media), and training and research institutes.
- (4) **Independent Media:** The objective of this activity is to strengthen independent print and broadcast media, which are critical elements of a vibrant, pluralistic civil society. Independent media provide information, analysis, and opinion. They provide the informational basis for civil society, the venue for policy discussion, and (to the extent that there is a tension between society and the state) one way by which elements of civil society can check the state and non-state actors. Independent media are critical to democracy in general and a dynamic civil society in particular. Illustrative activities include journalism training in-country or abroad, provision of limited amounts of commodities (such as media & computer equipment); capacity building for professional associations; provision of small grants to media outlets;

advocacy support with legislative and regulatory bodies; professional networking (various media centers), exchanges, seminars; civic education on merits of a free press; development of niche market publications.

DCHA/DG has repositioned funds allowing for the rapid deployment of resources, including qualified technical personnel for reconnaissance, planning and early implementation of assistance activities. Also, the IQCs include authorization for the management of a small grants program. Please contact the CTO for further information.

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SUB-CONTRACTORS:

To CAII:

The Asia Foundation
Counterpart International
Development Alternatives, Inc.
International Center for Not-for-profit Law
International Research and Exchange Board

To MSI:

Advocacy Institute
Center for Development Communication
Children's Resources International
Esquel Group Foundation
International Center for Not-for-profit Law
International Media Center at Florida International
University
League of Women Voters
Programme for Comparative Media Law of Oxford
University

CIVIL SOCIETY STRENGTHENING COOPERATIVE AGREEMENTS

Results Package Number: 932-003

DCHA/DG Contact: Mary Ann Riegelman (CTO) - AED
Joan Larcom (CTO) - PACT

Cooperative Agreement	Award Number	Expiration
Academy for Educational Development	AEP-A-00-01-00004-00	3/9/2006
Pact, Inc.	GEG-A-00-01-00005-00	3/9/2006

Purpose: DCHA/DG has awarded two five-year leader with associate cooperative agreements to NGOs in order to strengthen the planning and activity implementing capabilities of civil society organizations. Each *recipient or cooperator* represents a consortium of civil society partners. The cooperative agreements will be jointly managed with DCHA/DG's civil society team. Each award supports innovative approaches that are most likely to enhance local civil society organizations' in facilitating a country's transition to, or consolidation of, participatory democratic processes and economic development. Activities aimed at six objectives will be carried out under each award:

Possible Work Areas:

- (1) Establishment of legal frameworks to protect and promote civil society: Supporting enactment of laws safeguarding freedom of association (e.g., membership in labor unions); efficient and transparent NGO registration procedures; favorable taxation policies for the non-profit sector; freedom of information; efficient and transparent media licensing procedures; journalists; and rights of women and minorities.
- (2) Increased citizen participation in policy processes, implementation, and oversight of public institutions: Supporting activities aimed at representing the interests and rights of citizens; articulating those interests to decision-makers; influencing policy decisions based on represented interests; oversight of government actions and expenditures; and exercising oversight to ensure government and citizen compliance with adopted policies.
- (3) Increased institutional and financial viability of civil society organizations (CSOs): Supporting introduction of democratic features in CSO management and policymaking; institute strategic planning, monitoring, and evaluation systems; comply with generally acceptable accounting and auditing standards; and diversify their resource bases through effective fundraising or revenue-generating techniques. Assisting institutional development of not-for-profit organizations such as human rights and advocacy groups, professional associations, trade unions, women's rights groups, environmental activist groups, business associations, media organizations, religious institutions, and centers of political and social policy analysis.
- (4) Enhanced free flow of information: Assisting the institutional development of plural arrays of independent non-governmental sources of information including print, broadcast, and electronic media; access to public information; the Internet; legal rights; and unencumbered flow of information. Facilitating investigative reporting and strengthening financial and management capacities of indigenous media.
- (5) Strengthened democratic political culture and gender equity: Supporting civic education, including adult education, in-school education for children, use of media, and small grant-funded community development activities can be useful in promoting a gender-sensitive and broad-based democratic culture.
- (6) Support to anti-sweatshop initiatives. Promoting small grants activities (individual grants estimated from \$25,000 to \$150,000) to support local organizations, including trade unions, enterprises, independent media, and government bodies, addressing abusive labor conditions in overseas factories producing products for the U.S. market.

Leader with Associates Cooperative Agreement: Both recipients of the leader awards have been provided with “working capital” from the DG Office’s core funds. This enables both partners to rapidly respond to bureaus’ and field missions’ requirements on a reimbursable basis. Examples of these types of activities might include civil society assessments, activity design and implementation, training, technical assistance, monitoring and evaluations, seminars and workshops, and sub-grants or contracts to indigenous technical service providers. These may be undertaken in both USAID presence and non-presence countries. The anticipated value of the two leader awards over the five-year life-of-activity is \$6 million each.

With consent of either cooperator and concurrence by DCHA/DG, additional CoAgs or grants known as associate awards may be negotiated and awarded separately by USAID Missions or Bureaus. Funding of associate awards is separate from and in addition to the \$12 million total budget anticipated for the two leader awards.

The associate awards may also be done without further competition or announcements to support the same objectives described above. Each associate award shall contain a separate activity description fitting within the broader program description of the leader award as well as separate budget and reporting requirements. Associate awards shall, however, be covered under the terms and conditions of the leader cooperative agreement award. Substantial involvement clauses included in associate awards must be consistent with those in the leader awards. The substantial involvement clauses in the two CoAgs are USAID’s:

- Approval of partners’ annual work plans
- Designation of key positions and approval of key personnel
- Approval of monitoring and evaluation plans and its involvement in monitoring progress towards program objectives

Anticipated value of the associate awards over the life of activity is estimated at \$50 million. Although competition of associate awards is not required, bureaus and missions may review the past experience of each partner and members of their respective consortia.

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With the AED Consortium:
Management Systems International
Mercy Corps International
International Foundation for Election Systems
International Labor Rights Fund
International Research & Exchanges Board
International Center for Not-for-Profit Law
The Johns Hopkins University Center for Civil Society Studies
The Kettering Foundation
Search for Common Ground

With the Pact Consortium:
The American Center for International Labor Solidarity
The Center for Civic Education
The Center for Private Enterprise
Children’s Resources International, Inc.
Institute for Development Research Internews
International Center for Non-Profit Law
International Republican Institute
National Democratic Institute for International Affairs
Research Triangle Institute
Union of Needletrades, Industrial and Textile Employees (UNITE)
World Education

MEDIA STRENGTHENING GRANT

Results Package Number: 932-003

DCHA/DG Contact: Mark Koenig (CTO)

Grant	Award Number	Expiration
Internews	DCG-A-00-01-00007-00	8/31/2004

Purpose: The purpose of this grant is to provide media professionals with individualized instruction and practice in producing and managing high-quality radio and television programs at Western Kentucky University (WKU) and in their home countries. For a given country, the program organizes (a) training at WKU for journalists, (b) training at WKU for managers from the same companies as the journalists, and (c) follow-on training in-country for all WKU participants and additional journalists and managers. The program targets broadcast media, but could accommodate print media professionals as well. WKU employs techniques developed in its international program to develop, in workshop and individualized settings, participants' skills as journalists, media managers, leaders, and mentors in their home professional communities. Participants also gain practical experience in training of trainers, team teaching alongside WKU and other media experts, and hands-on practice at the university radio station, local television stations, and other U.S. media enterprises. Internews' experienced international training staff assist in providing follow-up training in participants' countries in conjunction with WKU faculty and trainers.

Possible Work Areas:

(1) Journalism and Management Intensive Courses at WKU: Intensive three-week broadcast journalism and two-week media management programs will offer training slots to 160 participants over the grant's first two years life of agreement. Journalism sessions will take place during WKU's summer break and radio/TV station management training during the academic year. In addition to imparting and honing skills and practices, seminars will prepare trainees for the coming convergence of media information conveyed through the Internet and digital technologies. Graduates will receive practical experience and instructional materials in their native languages suitable to imparting training to other. These will include Internews-prepared manuals used worldwide that reflect sensitivities of the developmental nature of media in emerging democracies.

(2) Creating Broadcast Communities: Internews' trainers and WKU faculty and staff will impart to participating journalists and broadcast station managers experience and insights on the roles of broadcast media and professional associations of broadcasters in civil society advocacy reform of media regulation. Participants will also receive instruction and didactic materials on development of media professional associations, media law, and development of media advocacy organizations in countries in democratic transition.

(3) Equipment Grants: Each participant is provided with a locally-appropriate field kit consisting of a minidisk player/recorder, microphone, and materials on using these in producing higher-quality interviews on-site. A laptop computer loaded with desktop and editing software will be awarded to the participant judged at the top of her/his class.

(4) Follow-on Training in Participants' Home Countries & Training of Trainers: Internews and WKU instructors will conduct in-country follow-on training to reinforce techniques imparted in the training courses. On-site training will be in the form of seminars, workshops, and short residencies at host-country broadcast stations. Each of the 160 graduates of the WKU/Internews program's first two years will be prepared to serve as a resource and encouraged to participate in in-country workshops to further hone skills as trainers by visiting Internews and WKU instructors. Objective of in-country training of trainers is to expand outreach to additional 200 broadcast journalists.

(5) Continuing Education Website: A dedicated program website with high and low speed interfaces will be established after completion of the first round of intensive courses in the fall of 2002.

Screening of Applicants: Special emphasis is being given to enrolling women as at least 50 percent of the applicants and ethnic minorities subject to participating countries' cultural practices. Internews will, as practicable, rely on its network of offices in 19 countries to provide infrastructure for the applicant vetting process. In countries where Internews does not operate, prospective candidates will be identified by local and international NGOs, U.S. Embassy/USAID staff, and where appropriate, through advertisements placed in local print and broadcast media and e-mail lists. Candidates should be proficient in written and oral English. Applicant managers and journalists from the print media may be considered in the grant's third year subject to availability of funds.

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GLOBAL LABOR PROGRAM COOPERATIVE AGREEMENT

Results Package Number: 932-003

DCHA/DG Contact: Michaela Meehan (CTO)

Cooperative Agreement	Award Number	Expiration
Solidarity Center	DGC-A-00-02-00002-00	2/8/2007

Note: Through DCHA/DG, USAID has awarded the new cooperative agreement to the American Center for International Labor Solidarity (Solidarity Center). In the past, these programs were administered by the AFL-CIO regional institutes. The institutes were then consolidated into the Solidarity Center, which operates programs worldwide.

Purpose: The Solidarity Center provides technical assistance to 1) promote the adoption and effective enforcement of core labor standards; 2) establish legal frameworks to protect and promote civil society; 3) increase citizen participation in policy processes, implementation, and oversight of public institutions; 4) increase institutional and financial viability of labor unions and labor NGOs; 5) enhance free flow of information; 6) strengthen democratic culture and gender equity; 7) support anti-sweatshop activities; 8) promote broad-based, equitable economic growth; 9) build human capacity through education and training; and 10) improve health through workplace and peer-to-peer health education and prevention. The center's work is based on three fundamental issues: adherence to core labor standards, gender integration, and the use of partnerships and communications technology to promote coalitions across civil society and national borders.

Possible Work Areas: USAID and the Solidarity Center continue to focus their work on the role and participation of unions in promoting democratic governance, free and transparent elections, the rule of law, and broad-based economic growth strategies. They are also focusing on health issues (including HIV/AIDS), democratic-industrial relations, and human resource development.

The Solidarity Center is the award's lead organization. USAID created a leader-associate award mechanism to speed up the procurement process, through a pre-approved grant vehicle. This enables the missions and other U.S. government departments and agencies, to add associate awards that address the same objectives as the pre-existing leader award, without taking the time to compete these programs. After the CTO in Washington has determined that the scope falls within the objectives of the leader award, the missions then manage these grants, set their terms, and can develop programming that includes affiliate organizations that are a part of the award. These awards can be extended beyond the five-year life of the leader award.

GRANTEE:

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INTERNATIONAL LABOR RIGHTS FUND GRANT

Results Package Number: 932-003

DCHA/DG Contact: Michaela Meehan (CTO)

Grant	Award Number	Expiration
International Labor Rights Fund	AEP-G-00-99-00062-00	9/30/2004

Purpose: Under the terms of this grant, the International Labor Rights Fund (ILRF) is providing technical assistance to civil society organizations in two countries, one in Asia and one in the Americas, to build their capacity to monitor labor practices in the apparel industry. With growing public awareness of labor abuses and “sweatshop” working conditions, particularly in the manufacturing of garment and footwear products, many multinational corporations have voluntarily adopted codes of conduct to govern workplace practices domestically and internationally. Many of these companies have gone even further by committing themselves to an on-going process of independent monitoring and corrective action. The focus of the ILRF grant is to develop the capacity of indigenous civil society organizations, broadly-defined and inclusive of free trade unions, to perform these monitoring functions.

Possible Work Areas: The scope of work includes (1) development of criteria for country selection, including an assessment of the enabling environment, relevance to USAID goals and objectives, availability of corporate participants, and qualifications of existing civil society organizations (2) coalition-building (3) development of training materials (4) monitoring visits and data collection (5) development of reporting instruments and (6) preparation of evaluation reports and recommendations for response.

This project is currently limited to a two-year, two-country pilot project.

GRANTEE:

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GOVERNANCE

More transparent and accountable government institutions (Agency Objective 2.4)

Technical Division Chief

Neil Levine

Many citizens of developing countries recognize the intrinsic value of democracy (e.g., elections, human rights, and representation). However, they are also concerned with a government's ability to function. In general, governance issues pertain to the ability of government to develop an efficient and effective public management process. Because citizens lose confidence in a government that is unable to deliver basic services, the degree to which a government is able to carry out its functions at any level is often a key determinant of a country's ability to sustain democratic reform.

Priority Areas: Anti-corruption initiatives, decentralization and local capacity-building, civil-military relations, public policy development and implementation, and legislative strengthening

IQCs FOR LEGISLATIVE STRENGTHENING

Results Package Number: 932-004

DCHA/DG Contacts: Keith Schulz (CTO)
Pat A. Fn'Piere

IQCs	Award Number	Expiration
Development Alternatives, Inc.	DFD-I-00-04-00-129-00	5/17/2009
Development Associates	DFD-I-00-04-00-135-00	5/17/2009
Financial Markets International	DFD-I-00-04-00-136-00	5/17/2009
Management Systems International	DFD-I-00-04-00-138-00	5/17/2009
SUNY	DFD-I-00-04-00-128-00	5/17/2009

Purpose: To improve the capacity and performance of legislatures, their members, and staff in realizing their representative, lawmaking, and oversight functions. This activity establishes a mechanism for missions to assist host country legislatures to improve their deliberative processes so that they are more democratic, transparent, accountable, and effective, better represent the public interest, and result in better monitoring of governmental performance.

Possible Work Areas: Missions and bureaus will be able to draw on these IQCs to develop general programs and specific activities to help national or subnational legislatures improve their capacity to perform their democratic functions. Activities may include, but are not limited to:

- Conducting assessments of the operations of deliberative bodies, designing strategies to improve their operation and effectiveness within a democratic context, and carrying out evaluations of legislative assistance programs
- Developing understanding and means of improving the democratic links between legislators and their districts, their elected subnational government bodies, and their constituents
- Clarifying role and responsibility of parliamentary bodies vis-à-vis the executive and judicial branches of government, NGOs, and constituents
- Providing training to host country legislators and staff regarding best practices for policy formulation, the conduct of public meetings/hearings, and public policy mediation/negotiation
- Providing technical and advisory services pertaining to the drafting, oversight, and implementation of laws, regulations, and ordinances consistent with a democratic government reform
- Enhancing support for the legislature through activities designed to increase public participation in the legislative process, improve civil society advocacy, promote more professional media coverage of legislative issues, and increase the quality of policy analysis, information, and research available to the legislature.

DCHA/DG has prepositioned funds allowing for the rapid deployment of resources, including qualified technical personnel for reconnaissance, planning, and early implementation of assistance activities. Also, the IQCs include authorization for the management of a small grants program. Please contact the CTO for more information.

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IQCs FOR LOCAL GOVERNMENT ASSISTANCE

Results Package Number: 932-004

DCHA/DG Contact: Neil Levine (CTO)

IQCs	Award Number	Expiration
Abt. Associates	EEU-I-00-99-00010	09/15/2007
Chemonics International Inc.	EEU-I-00-99-00011	09/15/2007
Development Alternatives Inc.	EEU-I-00-99-00012	09/15/2007
International City Management Assoc.	EEU-I-00-99-00013	09/15/2007
Research Triangle Institute	EEU-I-00-99-00014	09/15/2007
Urban Institute	EEU-I-00-99-00015	09/15/2007

Possible Work Areas: Task orders issued under these IQC contracts are in support of the Europe and Eurasia Bureau's Strategic Objective 2.3 "More Effective, Responsive and Accountable Local Government." Task orders issued through this IQC must be for work related to the following five programmatic areas:

1. Legal Sustainability and Policy Framework

- Reviewing national housing, land use planning, infrastructure investment, public administration and utility subsidy policies and making recommendations
- Preparing local public finance legislation in collaboration with parliamentarians, national governmental officials and municipal associations

2. Democratic Process

- Working with municipalities to develop more transparent budget systems and formats in order to track unit costs and to provide better quality information to the general public
- Carrying out administrative audits of cities' municipal services departments, recommending organizational and procedural changes and opening up service decision-making to public participation

3. Financial Resources

- Conducting workshops and providing technical assistance to explain principles of capital budgeting and borrowing to finance capital improvements to municipal finance officers or to local elected officials
- Working with localities and associations of municipalities to establish a property tax system congruent with national law, based on market principles, promoting fiscal decentralization and having the potential to be replicated in many other municipalities

4. Municipal Services and Assets

- Helping localities to situate, design and prepare new landfill sites which meet all environmental and engineering standards and garner public approval
- Assisting the Ministry of Finance in developing a program to phase out residential rent control

5. Institutional Support Systems

- Assisting municipal associations to organize websites or bulletin boards, connecting localities electronically so that experiences may be shared and information can be distributed rapidly
- Working with national institutions dedicated to improving local government and with their indigenous trainers, and to prepare and deliver courses in municipal budgeting and finance

CONTRACTORS:

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IQCs FOR DECENTRALIZATION, PARTICIPATORY GOVERNMENT, AND PUBLIC MANAGEMENT

Results Package Number: 932-004

DCHA/DG Contact: Ed Connerley (CTO)

IQCs	Award Number	Expiration
Associates in Rural Development, Inc.	AEP-I-00-00-00016-00	7/4/2005
Research Triangle Institute	AEP-I-00-00-00017-00	7/4/2005

Purpose: Decentralization changes the distribution of power within societies and can deepen democracy. Reversion to centralized authoritarianism is more difficult when power is diffused and multiple channels for citizen involvement have been developed. Also, moving the locus for decision-making closer to those it affects can improve government responsiveness. These IQCs provide for services in the areas of decentralization and public administration. Two functional areas are included: 1) decentralization and participatory government, and 2) public management and administration.

Possible Work Areas:

- 1) Decentralization and Participatory Government: Work in these areas has the following objectives: (a) increasing participatory decision-making, transparency, accountability, and responsiveness at all levels of government by working with both state and non-state actors; (b) increasing the capacity of local government authorities to meet public responsibilities; (c) increasing local participation in government decision-making; and (d) assisting local governments to serve as a counterweight to central state authorities and to participate in policy-making at the regional and national levels.
- 2) Public Management and Administration: The objective of this activity is to increase the capacity and performance of all levels of government and of NGOs to execute functions related to the management of public goods and services, public safety, and economic and social reform.

Activities in these areas may include, but are not limited to the following:

- Developing, designing, and implementing decentralization plans, and addressing policy issues related to decentralization and local government programs
- Strengthening the functioning of democratic local government by improving the administrative and technical skills of local authorities (including locally-elected officials, government employees at all levels of government, and NGOs), particularly in planning, delineation of responsibilities and authority, functional organization, and formal decision-making
- Establishing local government practices and procedures to oppose and combat official government corruption at local, regional, and national levels. Work may include assistance to support investigative auditing, corruption awareness training, building transparency into transactions, developing and applying incentives and sanctions to avoid corrupt behavior, and drafting of ethics codes
- Developing strategies, programs, and practices that seek to increase participation: specifically, to increase the direct and indirect participation of women and other formerly disenfranchised groups in government decision-making
- Developing strategies, programs, and activities that optimize linkages between local governance and other sectoral areas of USAID's sustainable development strategy

- Developing general programs and specific projects to address problems of administrative, financial, and political autonomy and transparency
- Providing training to develop strategies for financing local government, improving local financial autonomy, tax collection, and government budgeting (including integrated financial management systems for budget, debt collection, and accounting systems)
- Advising on personnel/civil service reform to help increase the transparency of staffing and personnel decisions
- Training host country public servants at all levels to design and operate sustainable and transparent financial, administrative, and management systems
- Helping define roles and responsibilities for local governments vis-a-vis other levels of government, NGOs, and the private sector

DCHA/DG has prepositioned funds allowing for the rapid deployment of resources, including qualified technical personnel for reconnaissance, planning and early implementation of assistance activities. Also, the IQCs include authorization for the management of a small grants program. Please contact the CTO for further information.

PRIME CONTRACTORS:

Associates for Rural Development, Inc. (ARD)
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SUB-CONTRACTORS:

To ARD:
 Almy, Gloudemans, Jacobs & Denne
 Carana Corporation
 Caribbean Resources International
 International Management Development
 Institute at the University of Pittsburgh
 Management Systems International

To RTI:
 Abt Associates
 AMEX International
 City/County Communications and Marketing Association
 Institute of Public Administration
 Institute for Training and Development
 International Foundation for Election Systems
 International Women's Democracy Center
 Maxwell School of Syracuse University

IQCs FOR ANTI-CORRUPTION

Results Package Number: 932-004

DCHA/DG Contact: Jerry O'Brien (CTO)

IQCs	Award Number	Expiration
ARD, Inc.	DFD-I-00-03-00142-00	9/30/2008
Casals & Associates, Inc.	DFD-I-00-03-00139-00	9/30/2008
DPK Consulting	DFD-I-00-03-00141-00	9/30/2008
Management Systems International	DFD-I-00-03-00144-00	9/30/2008
PADCO	DFD-I-00-03-00143-00	9/30/2008

Purpose: The connections between public sector corruption and development run deep. Some of them are clear and direct: when political officials divert aid and investment capital to offshore bank accounts, poor nations become poorer. When political, bureaucratic, and judicial processes are put up for rent, it endangers civil liberties and property rights. It erodes the quality of public services and access to those services. Political and economic benefits flow to a limited number of individuals, while the costs are extracted from society at large—often, from the poor and powerless. While the tangible and immediate damage can be significant, other detrimental impacts are intangible, collective, and long-term in nature. For example, corruption can erode the legitimacy of government and undermine such democratic values as trust, tolerance, accountability, and participation. At the same time, corruption can increase the time, money, and uncertainty of doing business and thereby deter investment. It can also distort investment patterns by diverting private investment away from high corruption regions, and it creates incentives for public investment into complex projects where corruption can be hidden. Corruption can also reduce competition, lower compliance with construction, environmental, or other regulations, increase budgetary pressures on government, and nourish organized crime networks.

Some opening of political and economic systems and the growing understanding of the costs of corruption have allowed USAID and other USG agencies greater opportunities to engage in efforts to fight corruption around the globe. By supporting efforts by host government institutions, civil society organizations and the private sector, USAID seeks to promote greater transparency, accountability and broader participation in government. The U.S. Congress recognized the importance of anti-corruption and good governance assistance by passing the Anti-Corruption and Good Governance Act of 2000 (P.L. 106-309). This law adds promotion of good governance as part of overall U.S. development assistance policy and authorizes an array of activities designed to combat corruption and improve transparency and good governance in developing countries of particular interest to the United States.

Consistent with these goals, the objective of this activity is to curb governmental corruption in both political and bureaucratic offices. This activity focuses on unilateral abuses by governmental officials such as embezzlement and nepotism, as well as abuses linking public and private actors such as bribery, extortion, influence peddling, and fraud. It includes both administrative corruption and state capture. Governmental integrity support activities under this contract are expected to encompass the following functional areas: (a) public financial, administrative and regulatory measures that promote transparency and accountability; (b) civil society advocacy on behalf of governmental integrity; and (c) incorporation of anti-corruption promotion into other sectoral/sub-sectoral areas, such as health and education, corporate governance, or into key aspects of democracy promotion, such as rule of law, legislative oversight or local government strengthening.

Subject areas for which expertise maybe required include, but are not limited to

1. Public administration reform, including sanction regimes
2. Civil society advocacy (organizational development, advocacy strategies, managing relations with government)
3. Complaint mechanisms and whistleblower protections
4. Corruption in service delivery
5. Corruption surveys and integrity workshops

6. Local government transparency
7. E-government reform
8. Political party financing
9. Financial management systems and audit
10. Freedom of information legislation and access to information
11. Government ethics regimes
12. Inspector general/ombudsmen/anti-corruption agencies
13. Investigative journalism
14. Legislative oversight
15. Regulatory reform
16. Open budget processes
17. Privatization
18. Public education campaigns
19. Public procurement
20. Public-private partnerships to combat corruption
21. Rule of law institutions
22. Tax and customs administration

In addition, the contractor shall award and administer, upon task order request, a small grants program to support indigenous nongovernmental organizations (NGOs) in pilot or experimental activities as well as provide institutional strengthening support, as appropriate, to the recipient NGOs.

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Sub-contractors:

BearingPoint
 World Learning
 State University of New York International Development
 Group (SUNY/IDG)
 QED Group

Resource/Specialized Organizations:

Internews
 Policy Studies, Inc. (PSI)
 Institute of Internal Auditors, Inc. (IIA)
 University of California, Irvine's Center for the Study of
 Democracy (CSD-UCI)

Sub-contractors:

Deloitte Touche Tohmatsu
 Checchi and Company Consulting
 Center for International Private Enterprise (CIPE)

Resource/Specialized Organizations:

Ethics Resource Center
 International Center for Journalism
 Urban Institute
 International Procurement Consultants (IPC)
 Institute for Public-Private Partnerships (IP3)
 Public Strategies Group
 e.magination
 Heartlands International

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Sub-contractors:

The Asia Foundation (TAF)
East West Management Institute (EWMI)
International Foundation for Election Systems (IFES)

Resource/Specialized Organizations:

Computer Sciences Corporation
Ethics Resource Center
European Institute of Public Administration
Government Accountability Project
Grant Thornton
Institute for Democratic Strategies
International Institute of the USDA Graduate School
Transnational Crime and Corruption Center at American
University
University of Missouri School of Journalism

Sub-contractors:

The Louis Berger Group
Counterpart International
DevTech Systems
International City/County Management Association (ICMA)
Overseas Strategic Consulting
Parker Whitfield & Company
Sibley International

Resource/Specialized Organizations:

California Chamber of Commerce; California State Senate
International Relations Foundation; California State
Association of Counties; California Little Hoover
Commission on State Government Organization and
Economy; California State Auditor; California Judges
Association; Chicago-Kent College of the Law - Illinois
Institute for Technology; Deltex Systems; Hastings
College of the Law - University of California; Poder
Ciudadano; Phelps-Stokes Fund; Institute of Internal
Auditors; State University of New York at Albany;
University Justice Programs Office - American University

Sub-contractors:

African Center for the Constructive Resolution of
Disputes; American Manufacturers Export Group;
American University — Washington College of Law;
CARE-U.S.; Child Welfare League of America; Ernst and
Young; Federal Bar Association — Democracy Development
Institute; Inter-American Dialogue
Instituto Inter-Americano de Derechos Humanos; Fordham
University Institute for Ethics and Economic Policy;
Institute for Global Ethics; Internews; Institute for the
Study of Civil Values; National Center for State Courts
National Conference of State Legislators; PACT; Policy
Studies Inc. — International Peace and Justice Center;
Rutgers University — Local Democracy Partnership; Raoul
Wallenberg Institute; Science Applications International
Corporation; Seoul Municipal Government; The
Spangenberg Group; Thomas Associates; TRAFFIC-US,
World Education, Inc.; World Wildlife Fund-US

IQCs FOR STRATEGIC POLICY AND INSTITUTIONAL REFORM

Results Package Number: 932-004

DCHA/DG Contact: Pat Fn'Piere (CTO)

IQCs	Award Number	Expiration
Management Systems International	AEP-I-00-00-00005-00	12/10/2004
Development Alternatives, Inc.	AEP-I-00-00-00006-00	12/14/2004

Purpose: Overcoming constraints to implementing reform is one of the most critical challenges faced by developing countries. Reforms often call for changed roles, altered incentive structures, and unfamiliar ways of doing business. Powerful interest groups with a stake in the status quo may put up strong opposition. For these reasons, failure to implement reform is often due to challenges faced during implementation, rather than to flaws in the reforms themselves. The purpose of these IQCs is to provide assistance in carrying out reform measures. Success in this area is particularly important for new democracies, where failure to implement policy reform can easily undermine trust in government.

Possible Work Areas: The IQCs are designed to provide assistance to effectively implement policy, legal, and regulatory reform to improve democratic processes. Services provided through the IQCs will apply a strategic management approach that promotes democratic processes in governance. Improving accountability, transparency, and effectiveness are specific priorities. The approach will draw upon proven tools and techniques that reflect

1. The principles and processes of change management from a systems perspective
2. An emphasis on identification, inclusion, and appropriate ownership of host country stakeholders from the public sector and civil society, incorporating capacity building measures that support sustained, meaningful participation
3. A clear focus on integrating management with technical and contextual concerns
4. Facilitation of public/private sector dialogue, conflict management, partnership development and other processes to support effective policy development and implementation

Services are available in three functional areas:

1. Strengthening the capacity of national governments, local governments, non-governmental organizations, and community-based groups to effect policy, legal, and regulatory reform, and to improve democratic processes. As appropriate, regional activities will be eligible for support
2. Strengthening the capacity of USAID and other donors to assist governments at the national and local levels, non-governmental organizations, and community-based groups to carry out policy, legal, and regulatory reform, and to improve democratic processes
3. Providing design, implementation, and assessment expertise to activities that cut across two or more governance programming areas (i.e., deliberative bodies, decentralization, anti-corruption, public reform, and civil military relations)

Services will help address issues critical to facilitating reform, including but not limited to issues related to fitting proposed reforms into a broader strategic framework, involving interest groups in developing policies, clarifying public and private sector roles and responsibilities, building coalitions for change, managing participation, and cross sector linkages.

Eligible services include rapid-response, one time only, and iterative technical assistance and training services, applied research, study tours, conferences/workshops, commodities, and a small grants program to support indigenous NGOs on a limited basis. DCHA/DG has prepositioned funds allowing for the rapid deployment of resources, including qualified technical personnel for reconnaissance, planning and early implementation of assistance activities. Please contact the CTO for further information.

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University
Bannock Consulting Limited
Mendez England & Associates
Training Resources Group

DCHA/DG TECHNICAL PUBLICATION SERIES

Democracy and Governance: A Conceptual Framework - **November 1998** (PN-ACR-210)

This publication describes the DG Office's approach to democracy and governance assistance programs. It does so by presenting the strategic thinking underlying the DG Office's and USAID's worldwide involvement in the areas of rule of law, elections and political processes, civil society, and governance. This framework is also meant to set the foundation for other DG Office technical publications exploring specialized democracy and governance sector subject matter.

Alternative Dispute Resolution Practitioners Guide - **March 1998** (PN-ACP-335)

This guide is intended to help practitioners make informed decisions with regard to incorporating alternative dispute resolution (ADR) in rule of law programs and other conflict management initiatives. While the primary focus is on the advantages and limitations of introducing ADR within rule of law programs, the guide also discusses how ADR can advance other development objectives.

Civil-military Relations: USAID's Role - **July 1998** (PN-ACP-337)

This publication identifies areas in which USAID could contribute to civil-military relations programming, approaching the subject from a civilian vantage point and looking to broaden civil society participation. The report reviews past activities implemented with donor assistance and identifies current issues. Overall, the publication provides a better understanding of the contributions USAID can offer in this important field.

Handbook of Democracy and Governance Program Indicators - **August 1998** (PN-ACR-211)

This handbook was prepared to help practitioners develop and manage their democracy and governance programs. It discusses the process of designing a performance monitoring system, offers some guidance on identifying performance indicators, and provides a number of illustrative examples (i.e., candidate indicators) which can be used to develop country-specific indicators for diverse democracy and governance programs. Although the primary audience is USAID democracy and governance officers and the organizations with which they work, the handbook may be of use to other development organizations.

A Handbook on Fighting Corruption - **February 1999** (PN-ACR-212)

This handbook presents a framework to assist USAID Missions develop strategic responses to public corruption. The framework sets out root causes of corruption, identifies a range of institutional and societal reforms to address them, and introduces a methodology for selecting these measures. It also describes anti-corruption work carried out by USAID and other organizations.

USAID Political Party Development Assistance - **April 1999** (PN-ACR-216)

The document provides a clearer understanding of the substance and breadth of USAID political party development assistance, the statutory and political constraints on such USAID-supported programming, the methods and approaches to political party assistance programming by the key implementing partners (IRI and NDI), and the limitations and possibilities for future political party development assistance around the world.

The Role of Media in Democracy: A Strategic Approach - **June 1999** (PN-ACR-214)

This paper presents the four basic steps to developing a strategy for media sector support: defining the problem, finding targets of opportunity, assessing the feasibility of activities, and evaluating USAID's comparative advantage in carrying out these activities. It also outlines a 'menu of options' for media programming which should be chosen on the basis of country context.

Managing Assistance in Support of Political and Electoral Processes - **January 2000** (PN-ACR-213)

This publication helps democracy and governance field officers anticipate and effectively deal with the myriad issues and challenges that arise with election assistance programs in changing environments. The practical manual guides users through defining the problem and assessing contextual factors; identifying stakeholders and their motives; selecting options for assistance; linking those options to the mission strategy; and managing electoral assistance. It is suggestive rather than directive, in recognition that, while a certain "conventional wisdom" based on years of experience exists about elections programming, the multitude of variables precludes a "one size fits all"

approach. The approaches suggested in this handbook are based on material gathered through a year-long assessment of electoral assistance activities carried out by USAID Missions and their partners over the past eight years.

USAID Handbook on Legislative Strengthening - February 2000 (PN-ACR-215)

The handbook is designed to assist USAID Missions in developing strategies to help legislatures function more effectively and to perform their functions more democratically and representatively. It explains the importance of legislatures in a democracy, describes factors that influence legislative behavior, and enumerates problems legislatures commonly face. It then presents an assessment framework that is designed to help USAID field officers pinpoint the weaknesses and understand the capabilities of their host-country legislatures. The paper identifies a number of assistance activities designed to address weaknesses and to capitalize on strengths discovered in the assessment. It concludes with guidance for implementing legislative programs and a presentation of emerging issues.

Decentralization and Democratic Local Governance Programming Handbook - May 2000 (PN-ACP-339)

This handbook serves as a practical guide to USAID officers who are faced with the task of developing program activities in the areas of decentralization and democratic local governance. Drawing on 15 years of USAID experience in democracy promotion and on four decades of municipal development work, this publication provides a conceptual framework; guidance for choosing successful programming strategies, for selecting entry points and tactics in program design and implementation, and for mission monitoring and evaluation; and a discussion of key lessons learned and future programming issues.

Conducting a DG Assessment: A Framework for Strategy Development - November 2000 (PN-ACP-338)

This handbook provides a framework for constructing donor, in particular USAID, democracy and governance (DG) strategies. It is not a step-by-step manual on how to develop a strategy, but a guide for how to undertake the assessment process that informs the final product. This framework incorporates what researchers and practitioners have learned from comparative experience.

Case Tracking and Management Guide - September 2001 (PN-ACP-336)

This manual provides practical guidance on successful tracking and management (CTM) improvement projects. Using this manual, rule of law officers can make better-informed decisions about CTM system improvement interventions, oversee the design of programs that achieve results, and ensure and plan - to the extent possible - for long-term sustainability that would enable these programs to enhance the rule of law.

Guidance for Promoting Judicial Independence and Impartiality - January 2002 (PN-ACM-007)

The focus of this guide is judicial independence as a means toward achieving the goal of impartial decision-making. Without advocating any specific model of governance arrangement, the issues surrounding judicial independence are presented and guidance is given to USAID and other donors on the design and implementation of programs that effectively strengthen judicial independence.

Approaches to Civic Education: Lessons Learned - June 2002 (PN-ACP-331)

This document reports on lessons learned from a multi-part research investigation into USAID's civic education programming. In order to better understand how and under what conditions civic education contributes to the development of a more active and informed democratic citizenry, USAID initiated the study to measure the impact of both adult and school-based civic education programs on participants' democratic behaviors and attitudes.

Money in Politics Handbook: A Guide to Increasing Transparency in Emerging Democracies - November 2003 (PN-ACR-223)

This is the first publication by USAID on the topic of political finance in emerging democracies. Its purpose is to increase understanding by USAID field staff, host-country political leaders, civil society organizations, and the media of the sometimes obscure and sensitive topic of political finance. It also creates awareness of the issues and benefits of open finances and suggests some practical technical assistance options that encourage the use of disclosure as a methodology for strengthening national democratic political processes.

DCHA/DG OCCASIONAL PAPERS SERIES

Understanding Representation: Implications for Legislative Strengthening - November 2000 (PN-ACR-217)

This short report presents highlights from the Second International Conference on Legislative Strengthening. It addresses a number of dominant themes and issues which emerged - either from presenters or from those many conference participants who commented from the floor - in the conference sessions. Accordingly, it discusses (a) how legislatures can better reach out to constituents, civil society, and marginalized groups, (b) the manner in which globalization has influenced legislatures and legislative development, (c) a range of donor and service provider considerations, and (d) alternative approaches to legislative programming.

Participation, Consultation, and Economic Reform in Africa: Economic Fora and the EG-DG Nexus - October 2001 (PN-ACR-218)

This occasional paper examines four economic forum experiments in Africa: the Ugandan National Forum, the National Economic Forum (Ghana), the National Economic Development and Labor Council (South Africa), and the Tripartite Negotiating Forum and the National Economic Consultative Forum in Zimbabwe. Through these four examples, the paper explores the connections between economic growth and development, and USAID's efforts to pursue those connections.

The Enabling Environment for Free and Independent Media: Contribution to Transparent and Accountable Government - January 2002 (PN-ACN-945)

This document identifies the main components of the legal environment that enable media to advance democratic goals. Interactions between the legal and media sectors significantly shape the degree of professional independence enjoyed by newspapers and broadcasters, allowing media to provide more accurate information to citizens and elites alike. Thus, a basic understanding of the most pertinent laws, enforcement and judicial practices, administrative processes, ownership structures, and other aspects of the enabling environment can help in the design of more effective strategies for developing free media. This, in turn, reinforces more broadly the effectiveness of democratic institutions.

Achievements in Building and Maintaining the Rule of Law: MSI's Studies in LAC, E&E, AFR, and ANE - November 2002 (PN-ACR-220)

This publication is a summary of regional syntheses produced by USAID's Office of Democracy and Governance. These syntheses look at achievements in the rule of law arena across Africa, Asia and the Near East, Latin America and the Caribbean, and Europe and Eurasia during the 1990s.

Approaching Education from a Good Governance Perspective: USAID Resource Guide for Joint DG/Education Programs - August 2003 (PN-ACR-222)

This resource guide is a joint effort of USAID's Office of Democracy and Governance and Office of Education, responding to the need to promote greater policy and program linkages between the Agency's democracy and governance (DG) and education sectors. The specific goals of this DG and education resource guide are to raise awareness among education sector professionals at USAID about the role of the DG sector in shaping education policies and programs; to raise awareness among USAID DG professionals about education as an important DG issue; and to provide frameworks and best practice examples to help guide joint programming among USAID education and DG staff.

Mitigating Abusive Labor Conditions: Contemporary Strategies and Lessons Learned - November 2003 (PN-ACU-630)

Growing concern in the United States has given life to a number of diverse and experimental approaches to mitigate abusive labor conditions, often referred to as "sweatshops," in the apparel industry both in the United States and overseas. This paper describes a sample of the existing anti-sweatshop programs, assesses the strengths and weaknesses of each, and provides a set of recommendations for future directions in combating sweatshops.

Civil Society Groups and Political Parties: Supporting Constructive Relationships - **March 2004** (PN-ACU-631)

Many of us working in the United States on democracy assistance tend to consider civil society organizations and political parties, and support for them, separately. But reality remains much more complex, and the nature of existing relationships in the countries we work in and the effects of democracy assistance on those relationships matter for our larger democracy and governance goals. They deserve explicit examination, and this paper deals with two broad sets of questions. First, what do we think we should be aiming for at the systemic level, in terms of the relationship between civil society and political parties? Second, in a given setting, what kinds of relationships, at the micro level, can contribute to democratization?

OTHER AGENCY PUBLICATIONS

Constituencies for Reform: Strategic Approaches for Donor-Supported Civic Advocacy Programs - **March 1996** (PN-ABS-544)

This CDIE-sponsored study analyzes the role of civil society in promoting democratic transitions. It includes information and analysis from civil society assessments conducted in Bangladesh, Chile, El Salvador, Kenya and Thailand. It also evaluates strategies for strengthening civil society and provides guidance in regards to sequencing interventions.

Weighing in on the Scales of Justice: Strategic Approaches for Donor-Supported Rule of Law Programs - **April 1994** (PN-ABG-033)

The document draws on assessments of donor-supported rule of law programs in Argentina, Colombia, Honduras, the Philippines, Sri Lanka, and Uruguay. It also presents criteria for assessing whether a country's environment is conducive to rule of law reform and a framework for rule of law strategy design.

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BIOGRAPHICAL SKETCHES OF DG OFFICE TECHNICAL STAFF

(updated June 1, 2004)

Jerry Hyman began serving as director of the DG Office in November 2002. He has a Ph.D. in anthropology and J.D. in law. Jerry taught anthropology, sociology, and economic development at the college level, and also practiced law. He joined USAID in 1990, and founded the DG program in the ENI region. Jerry originally joined the DG Office in 1994, where he served as the leader of the strategies team.

Bill Yaeger serves as deputy director of the DG Office. He joined the office in 2002 after working for USAID in Bosnia, the Caucasus, and in regional offices in Central and South America. His assignments have included deputy mission director, deputy director of USAID's Office of Transition Initiatives, and senior advisor for policy and operations in USAID's Center for the Environment. Prior to joining USAID, Bill owned and managed his own companies, was controller and chief financial officer for a publicly-traded, financial-services holding company, and was an assistant professor of management at the University of Texas at Austin. He has undergraduate degrees in physics and philosophy and an M.B.A.

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Achieng Akumu is a member of the rule of law division. She earned her B.A. in political science and international studies from Russell Sage College in New York and a J.D. from Syracuse University College of Law in New York. Before joining the DG Office, Achieng has worked on legislative strengthening programs for the National Democratic Institute for International Affairs in Namibia and Southern Africa, consulted for UNDP and the World Health Organization/Regional Office for Africa on health projects, and has a combined 12 years of experience working for the New York State legislature and the U.S. Congress.

Patricia Alexander is a democracy specialist for the DG Office's rule of law division. Patricia joined USAID in 1988 as a Presidential Management Intern. She served in the Foreign Service from 1991 to 1996, first as a project development officer in Ecuador and then as a democracy officer in Ukraine where she was director of its Office of Democracy and Governance. Patricia then joined the USAID Bureau for Europe and Eurasia's rule of law division, where she served until July 2002. She was responsible for management of the division, inter-agency coordination on law and justice issues, and worked with the Kosovo, Bulgaria, and Russia missions. Patricia received a B.A. in political science from Bryn Mawr College in 1985 and an M.A. from the University of Minnesota's Humphrey Institute of Public Affairs in 1988. Her foreign languages include Spanish and Russian.

David Black joined USAID in 1994 as an activity manager for political process and election activities in the DG Office of the Europe & Eurasia Bureau. From 1995 to 1999 he served as the Democracy Advisor for the Western NIS Regional USAID Mission in Ukraine managing rule of law, media, political process, and anti-corruption activities. He was a member of the DG office's civil society team from 1999 to 2002, and returned to the office in 2004 after serving for a year as the DG office director for USAID/Kosovo. David received a B.A. in international relations from Colgate University and attended the Maxwell School's international affairs program at Syracuse University.

Sundaa Bridgett returned to the DG Office after spending three years with the USAID Central Asia Regional Mission as the mission's gender advisor and deputy director in the democracy office, managing civil society, media, anticorruption, and gender activities. In addition to the Central Asian republics, she has lived, worked, and studied in South Africa, Malawi, Senegal, and Gabon. Sundaa earned her B.S. in international affairs and a certificate in African studies at Georgetown University's School of Foreign Service and an M.A. in international development from the University of Pittsburgh. At the DG Office, Sundaa serves on the elections and political processes division, managing the cooperative agreement with the Consortium for Elections and Political Process Strengthening.

Stacie Chapman serves as project manager/program assistant for the program and information division. She joined the DG Office in December 2000 as an administrative assistant. Stacie graduated from Marymount University in May 2000 where she earned her B.A. in psychology. She is currently pursuing her M.A. degree in counseling psychology. As an undergraduate, Stacie was actively involved in improving the lives of battered women as an intern at the Alexandria Women's Shelter. In October 2003, Stacie was inducted into Psi Chi, the national psychology honor society and Chi Sigma Iota, the international counseling honor society.

Shamila Chaudhary earned her B.A. in English and women's studies from the University of Toledo, Ohio. She received her M.A. from American University's School of International Service with concentrations in comparative and regional studies of Asia and international peace and conflict resolution. Prior to joining the DG Office, Shamila completed a NSEP fellowship in Pakistan and worked at the National Democratic Institute for International Affairs on the Asia team and at Human Rights Watch's women's rights division. Shamila serves as the research analyst for the DG Office Information Unit.

Ed Connerley joined the DG Office as a RSSA and is a member of the governance division. He assumes primary responsibility for technical leadership, field support, and program management of USAID activities dealing with decentralization of governments and local government strengthening. Ed serves as CTO for the decentralization, participatory government, and public management indefinite quantity contract. Prior to joining the DG Office, Ed was associate professor and director of the International Management Development Institute, Graduate School of Public and International Affairs, University of Pittsburgh. His extensive developing country experience includes residency in Tanzania and Brazil, as well as short-term consulting assignments in approximately 35 countries.

Keith Crawford joined USAID in 1989 as a food aid advisor in the Africa Bureau where he was responsible for coordinating emergency and development food aid programs implemented by NGOs and UNDP. Later he became a democracy and governance specialist in the USAID Bureau for Europe and Eurasia. Prior to joining USAID, Keith served as an assistant district attorney in the Office of the District Attorney, Brooklyn, N.Y. At the DG Office, Keith serves on the rule of law division as cognizant technical officer of four cooperative agreements, which include the ABA/CEELI Regional Rule of Law Program, the Florida State Distance Learning Program, and the CEELI Institute. In addition, Keith serves as CTO for three rule of law IQCs (IRIS, MSD, and NCSC). He holds a B.A. from Old Dominion University and a J.D. from Howard University School of Law.

Beata Czajkowska is a senior research analyst at the DG Office Information Unit. She holds a Ph.D. in comparative politics from the University of Maryland at College Park and a B.A. in political science from Rutgers University. Beata joined the DG Office in 2000. Her previous experience includes program coordination for the Center for the Study of Post-communist Societies at the University of Maryland and managing the journal *East European Politics and Societies*.

Lynne Doores-Fendell studied computer science technology at the University of the District of Columbia. Twenty-three years of her 30 year federal government experience has been spent at USAID. For seven years, she served as technical information specialist in IRM, traveling to missions to train USAID direct hire and contract employees. She spent the last 16 years as a program analyst in the Europe and Eurasia Bureau, providing program and management expertise. She has extensive experience in budget planning and information systems including NMS and Phoenix. She serves as the program analyst for the DG Office's Displaced Children and Orphans Fund, the Patrick J. Leahy War Victims Fund, and the Victims of Torture Fund.

Lloyd Feinberg is funds manager for the Patrick J. Leahy War Victims, the Displaced Children and Orphans Funds, and the Victims of Torture Fund (Survivors Funds) in the DG Office. He served as a Peace Corps volunteer in the Philippines from 1965 to 1968 and taught and managed development programs with NGOs and the World Bank in Nepal, Indonesia, Ethiopia, and Ecuador from 1969 to 1983. In 1984, Lloyd returned to the United States and has been with USAID since then, overseeing the Survivors Funds since 1991.

Roberto Figueredo holds a M.S. in international economics from Louisiana State University. Prior to joining USAID, Roberto worked as audit manager with a national CPA firm, served as analyst in the U.S. Senate Finance Committee, and as audit manager with the Legislative Audit Office in Louisiana. Roberto began his USAID career with the Inspector General's Office and went on to design and manage the Agency's first DG program in El Salvador in 1982. Other DG assignments include head of the democracy offices in Honduras, Romania, and the former Near-East Bureau, coordinator for Asia-Middle East in the Center for Democracy and Governance, and head of LAC's democracy and human rights team. Roberto has also managed programs in other sectors dealing with balance of payments and privatization in El Salvador; health, education, and poverty reduction in Honduras; and energy and environment in Romania.

Pat Fn'Piere serves on the governance division by providing technical assistance on policy implementation, multi-sector programming and other areas of governance, primarily public management, participatory processes, public-private interface, democratic decentralization, and legislative strengthening. She has worked in the international development field for the last 22 years as technical expert, project manager, trainer, and facilitator, providing assistance in over 25 countries worldwide. As manager of the Strategic Policy and Institutional Reform indefinite quantity contract and its predecessor project, Implementing Policy Change, Pat is a champion of effective host-country management of policy change. She has an M.A. degree in public administration.

José Garzon is a career Foreign Service officer who joined the DG Office in June 2003 as the chief of the rule of law division. Previously, he served as DG team leader for the E&E Bureau. From 1998 to 2002, José served as DG officer in USAID/Bolivia, where he managed a large DG program focusing on criminal justice reform, participatory local government and representation, local government association development, and a democracy values survey program. He has also worked on elections reform assistance in the Philippines, and civil society programs in both the Philippines and Bangladesh. Prior to joining the Foreign Service, Jose worked as a contractor with USAID in El Salvador, and in Peru, where he conducted his dissertation research on regional politics and decentralization. Jose holds a B.A. in political science from Whittier College, and an M.A. and Ph.D. in political science from the University of California, Berkeley.

Andrew Green is a Democracy Fellow at DCHA/DG, working with the Strategies division on SORA to integrate research design into the evaluation of past and ongoing DG programs. He holds a Ph.D. in Political Science from the University of Illinois at Urbana-Champaign and a B.S. in Finance from Indiana University. Previously he was the Assistant Director and Researcher at the Johns Hopkins Center for Civil Society Studies; a Visiting Assistant Professor of comparative politics, foreign policy, and research design at Illinois and the University of Southern California; a research post-doc at the USC Center for International Studies; and a Second VP at The Northern Trust Bank in Chicago. His research focuses on the linkage between civil society and democratic development, particularly how organizations are able to shape public policy. He is the author of qualitative and quantitative research published in *Europe-Asia Studies*, *Democratization*, *Voluntas*, and *Sociologicky casopis*, as well as a book manuscript on civil society's role in regime change, *Civil Society, and Democracy: An Ideational Framework* and other manuscripts focused on the role of nonprofit organizations in democratic development.

Bob Groelsema earned his B.A. in history from Calvin College in Grand Rapids, Michigan. He received his M.A. in public and international affairs from the University of Pittsburgh with a focus on economic and social development, and his Ph.D. from Indiana University in political science and African studies. Prior to joining the DG Office, Bob worked in USAID's Bureau for Africa, Office of Sustainable Development, as a civil society specialist and DG technical backstop for West Africa. He has taken several overseas assignments including Peace Corps Zaire, United Nations Volunteers in the Philippines, and the National Association of Schools of Public Affairs and Administration in Guinea (Conakry). He serves on the civil society division.

April Hahn joined the DG Office as a member of the elections and political process division. Prior to coming to the DG Office, she worked for over three years in the LAC Bureau on the Summit of the Americas. April has also been an international relations fellow for Earhart Foundation and the Institute for the Study of World Politics. April received a B.A. from the University of San Diego. She earned her M.A. and Ph.D. in international relations at the University of Virginia, where she studied issues of democratization with a focus on Latin America.

Gary Hansen earned his Ph.D. in political science from the University of California, Berkeley. He was both a Fulbright Research Scholar and Ford Foundation staff member in Indonesia. He served as chief of party for a USAID-funded regional development project in Indonesia and was a member of the research staff of the East West Center. Gary joined USAID/W in 1981, serving in PPC and the former Science and Technology Bureau. He joined the DG Office in 1995, where he serves as division chief for civil society.

Elizabeth Hart serves as senior anti-corruption advisor for the DG office governance division. She was previously a Democracy Fellow in the DG office from 1996 to 1999, working on civil society, DG strategies and the linkages between democracy and economic growth. She then served as democracy and governance advisor in the USAID

Nigeria mission until June 2003. She has international work experience in Africa, where she has researched government-business relations and stakeholder participation in economic reform. She has a B.A. in political science from Whitman College, and an M.A. and Ph.D. in politics from Princeton University.

Rob Horvath received his M.A. in counseling and B.A. in human resource development (with a specialization in youth and adult services). He has over 15 years of international project development, management, and assessment experience in both public and private sectors. In addition to five years with the Peace Corps in Thailand (two as a volunteer, and three on staff), Rob worked for a U.S. immigration program assisting the emigration of Vietnamese refugees and immigrants to the United States, and the Michigan Department of Education as a vocational rehabilitation counselor. He started working with USAID in 1994, initially as a PSC managing a regional grant portfolio in southeast Asia, and most currently assisting in the development and oversight of the Survivors Funds.

Sandy Jenkins serves as the communications specialist for the Displaced Children and Orphans Fund, Leahy War Victims Fund, and the Victims of Torture Fund technical support contract. She has previous USAID experience working as the editor for the Office of Population's POPTECH contract and as project manager of the Office of Health and Nutrition's administrative support contract.

Shanthi Kalathil joined USAID in 2004 as a Democracy Fellow in the DG Office's civil society division. She conducts research and provides technical advice in the area of media and civil society, with emphasis on the ANE region and issues involving information and communication technologies. Prior to becoming a Fellow, Shanthi was an associate at the Carnegie Endowment for International Peace in Washington, D.C., where she focused on the political impact of new media in authoritarian and transitioning countries. Shanthi is co-author, with Taylor C. Boas, of *Open Networks, Closed Regimes: The Impact of the Internet on Authoritarian Rule* (Carnegie Endowment, 2003). She also worked as a former staff reporter for The Asian Wall Street Journal. Shanthi holds a B.A. from U.C. Berkeley and an M.Sc. from the London School of Economics.

Josh Kaufman received a B.A. in politics from Brandeis University and an M.A. in international affairs (with a focus on democratization and U.S. foreign policy) from George Washington University. Prior to joining the DG Office, Josh worked on the Rule of Law Initiative at the U.S. Institute of Peace, at NDI, and at the Academy for Educational Development, administering technical training for NIS officials. Josh is a member of the strategic planning and research division, where he coordinates the ANE division and serves as the DG Office's point person on issues surrounding conflict. Josh also serves as CTO of the analytical services IQCs.

Bruce Kay serves on the strategic planning and research division and is currently working on issues related to conflict warning and prevention. Before joining the DG Office in August 2001, Bruce worked as a consultant to the U.S. government on issues related to political violence and democratization. Bruce holds a B.A. degree from the University of Michigan and a Ph.D. in political science (comparative politics) from the University of North Carolina, Chapel Hill. His research and publications have focused on democratization, market and public sector reforms, and political violence.

Mike Keshishian earned his B.A. with a double major in cultural anthropology and history from the University of Maryland at their Munich, Germany, campus and the University of Texas at Austin. He received his M.S. in community and regional planning from the University of Texas, Austin. Prior to joining the governance division of the DG Office, Mike worked on local government and urban development for the Agency's Europe and Eurasia Bureau. Before coming to Washington, Mike worked in Armenia and Georgia for five years for USAID and its contractors.

Eric Kite received B.A. degrees from the University of Missouri in political science and German and an M.A. from the Georgetown University School of Foreign Service. Eric joined the DG Office as a Presidential Management Intern in 1998 and serves on the strategic planning and research division as the Latin America/Caribbean coordinator.

Mark Koenig received his Ph.D. in political science from Columbia University in 1995. He taught comparative politics at Northwestern University from 1991 to 1994 and at the University of Maryland at College Park from 1994 to 1995. Mark's research focuses primarily on the role of mass communications during democratic transitions, as well as in

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Joan Larcom manages civic education projects for the civil society division in the DG Office. She has a Ph.D from Stanford University in political anthropology. Joan taught anthropology and worked in the international division of an educational USAID contractor before joining USAID in 1990. She worked on education and civil society projects in Malawi, West Africa, Haiti, Uganda, and Egypt before coming to the DG Office in 2003.

Neil Levine is the chief of the governance division. Prior to joining the DG Office, Neil served as deputy director for USAID's Office of Central American Affairs (LAC/CEN). He has a strong interest in countries in transition and worked closely in support of the LAC/CEN missions' programs to support implementation of the peace accords in El Salvador and Guatemala. From October 1998 through June 2000, he worked to develop the strategy, budget justification, and implementation of the post-Hurricane Mitch Hurricane Reconstruction programs in Central America. From 1993 to 1995, Neil served as the LPA congressional liaison officer for the Latin America Bureau and the DG Office. Before coming to USAID, Neil served on Capitol Hill for 10 years, first on the House Subcommittee on Western Hemisphere Affairs and then as legislative assistant for foreign affairs to Congressman Edward Feighan (OH). He has also worked as a research assistant at Human Rights Watch in New York. Neil has an M.A. in international affairs from the School of International and Public Affairs, and a certificate from the Institute for Latin American and Iberian Studies, Columbia University. He has a B.A. from Earlham College.

Danuta Lockett holds a Ph.D. in human development and psychology, an M.A. in education, and B.A. in sociology. She has experience working in human rights, conflict prevention, mitigation, and recovery. She is the senior advisor to the Victims of Torture Fund.

Wendy Marshall is the Africa coordinator for the strategic planning and research division. She manages the DG Office's Africa team and has worked on DG strategy development and program design, including political party, local government, rule of law, and public administration programs, particularly in post-conflict and failing states. Wendy backstops Nigeria and Sudan, manages the Women's Campaign International grant, and conducts conflict analyses.

Barbara Mascareñas serves as the training specialist for the DG Office. She previously worked with the World Bank organizing learning events for staff and clients. Before that, Barbara managed professional development programs for educators in former Soviet republics. Barbara received her M.P.A. from the Maxwell School of Citizenship and Public Affairs at Syracuse University with a focus on international development administration. She also received her M.A. and B.A. in Spanish language and literature with an emphasis on adult learning. Barbara served as a Peace Corps volunteer in western Russia from 1995 to 1997. She is professionally competent in Russian, fluent in Spanish, and proficient in French.

Pierce McManus is the web development coordinator for the DG Office. Most recently, Pierce developed and managed multiple websites for the Defense Threat Reduction Agency. Pierce has an M.A. in international communications from the American University School of International Service and a B.A. in political science from the State University of New York College at Geneseo.

Michaela Meehan joined the DG Office first as a detailee from the U.S. Department of Labor (USDOL) from 1999 to 2001 and then as a direct hire since July 2002. She serves as a senior labor advisor and democracy specialist on the civil society division. At USDOL, Michaela served as the deputy director of technical cooperation in the Bureau of International Labor Affairs at the USDOL. She has a B.A. in international relations from Brown University and a M.A. degree in management from Brandeis University.

Michael Miklaucic was educated at the University of California, London School of Economics, and Johns Hopkins SAIS. He joined USAID in 1996 as rule of law advisor in the DG Office. Prior to joining USAID, Michael worked in non-governmental organizations on democracy and human rights in the Arab world, legal reform and training for development, global security issues, and elections and political party development in Haiti. In 2002, Michael left

USAID on a detail to serve as deputy to the ambassador at large for war crimes issues at the Department of State. He returned to the DG Office in October 2003, serving as program officer of the Program and Information Division.

Jenny Murphy joined the DG Office as a RSSA from the Department of Agriculture and covers the Latin American region for the rule of law division. She graduated from the University of Virginia with a B.A. in foreign affairs (Latin American concentration) and Spanish. Jenny also earned her J.D. from the Washington College of Law at American University. Prior to joining the DG Office, she worked at the U.S. Securities and Exchange Commission, Office of International Affairs, international law firms and consulting firms such as BearingPoint, where she advised U.S. and international clients on compliance with securities regulations and other related issues. Jenny is fluent in Spanish.

Jerry O'Brien served as director of international programs at the Ethics Resource Center (ERC) for six years. In that capacity, he worked to establish NGOs in developing countries focusing on organizational ethics in business and government as well as values education programs. The International Department of ERC provides organizational and technical assistance, as well as staff training, and project support to ethics NGOs in Colombia, Russia, South Africa, South Korea, Turkey, and United Arab Emirates. Jerry has also served as a consultant to the World Bank and other U.S. and international organizations. He holds a B.A. in French and Italian and an M.B.A. from the University of Connecticut. Jerry is currently working with the DG Office's governance division, specializing in anti-corruption.

Ted Priftis serves on the governance division of the DG Office. Prior to joining the DG Office, he spent 10 years with USAID's E&E democracy and governance division, providing support to field missions on local government in the form of assessments, project monitoring, and project design. Ted has also worked for the Cooperative Housing Foundation (CHF), an organization providing implementation and consultancy services to the larger donor community, where he focused on urban issues and the incremental development and absorption of informal urban settlements in developing countries. Ted spent eight years with CHF on project implementation in Colombia and Panama.

Mary Ann Riegelman joined USAID in 1980 as a project development officer in the Africa Bureau. She focused on a variety of sectors, including renewable energy, population control, intermediate technology, as well as serving as desk officer for Zaire (Congo). In 1992 she joined the NIS Task Force of USAID, working on DG activities in the former Soviet Union. Ms. Riegelman graduated from the University of Michigan, and holds an M.A. from the Johns Hopkins School of Advanced International Studies.

Carol Sahley joined the civil society division of the DG Office as senior Democracy Fellow in 2002. She received her Ph.D. from the Development Studies Institute of the London School of Economics and Political Science. Prior to joining the DG Office, she worked for the International NGO Training and Research Center (INTRAC) as interim program manager of a civil society program in Central Asia. She has also conducted research on NGO responses to urban poverty in Ethiopia and Peru, as well as on small enterprise development in Africa at INTRAC. Carol has also served as executive director for a renewable energy advocacy organization in Ohio. Her developing country experience includes short-term assignments in Africa, Latin America, and the former Soviet Union.

Margaret Sarles is chief of the strategic planning and research division. Prior to joining the DG Office, she headed up the democracy and human rights team for USAID's Bureau for Latin America and the Caribbean (1995- 2002). She has taught at The American University, Rutgers University, and Lafayette College and in Brazil at Pontificia Universidad Catolica and Getulio Vargas Foundation. Margaret most recently served as chair of Latin American and Caribbean studies at the Foreign Service Institute (1988-1995). She also worked in LAC's Agriculture and Rural Development Office (1981-88), focusing on institution-building in agricultural research, extension, and higher education, and she retains a lively interest in political economy questions. Margaret began her career in development with three years in the Peace Corps in Brazil. Margaret received her Ph.D. from Duke University in political science.

Cathy Savino has an M.P.H in international public health from Emory University and a B.A. in social work. She has worked on issues related to the Displaced Children and Orphans Fund and the Leahy War Victims Fund for the past 12 years as director of a technical support contract. Prior to USAID, her experience includes work in international health at the American Public Health Association, and long-term assignments in Morocco, Panama, and Thailand.

Michele Schimpp has worked on USAID democracy programs since 1991. She returned to work at the DG Office after spending four years in Haiti as the deputy chief in the democracy office managing local government, civil society, and rule of law programs. Before joining USAID in 1994, Michele supervised a multi-sectoral team of researchers for the Academy for Educational Development under contract to CDIE, as well as researched, analyzed, and produced reports on diverse issues related to democracy and governance, including *USAID and Elections Support* and *USAID and Democratic Development*. In addition to Haiti, she has lived, worked, and studied in the Dominican Republic, Peru, and Nicaragua. She now serves as the elections and political processes division director. Michele received her B.A. in international affairs from the George Washington University and M.A. in Latin American studies from the University of California at Berkeley.

Keith Schulz spent three years as the senior technical advisor for a USAID-funded legislative strengthening program with the Palestine Legislative Council in West Bank/Gaza and one year in Cambodia as a legal advisor for The Asia Foundation's program with the National Assembly's Center for Legal Research and Documentation. He has a law degree and worked for five years as a legislative counsel for the California State Legislature. Prior to this, Keith was a law clerk to U.S. District Court Judge Robert Broomfield in Phoenix, Arizona. Keith received a B.A. from Tufts University and an M.A. in international public policy from George Washington University. He serves as the legislative strengthening advisor on the governance division.

Paul Scott joined the DG Office in September 2002 after being a senior rule of law advisor in the E&E Bureau for nearly three years. Before joining E&E, he was a USAID career foreign service officer, serving as a regional legal adviser in West and East Africa (1979-88), Indonesia and the South Pacific (1988-1993) and Russia (1993-95). Paul has B.A. degrees in French and political science, a J.D. from the University of Akron, Ohio, and an L.L.M. in international law from George Washington University. He serves on the rule of law division as the technical backstop for rule of law programming in the E&E region.

Shannon Smith joined the DG Office in October 2003 as an administrative assistant. She graduated from Utah State University in May 2003 with a B.A. in German and history. From July 2001 to July 2002, Shannon spent a year in Germany in the study abroad program. Last summer, she spent some time in Alaska working at a resort. Shannon hopes to start a graduate program in international studies in fall of 2004.

Kate Somvongsiri holds an M.A. in international affairs (with a concentration in human rights) from Columbia University and a B.A. in letters from the University of Oklahoma. She has previous experience working for a local NGO in Thailand providing assistance to, and promoting the rights of, Burmese refugees and migrant workers; serving as a water/sanitation and community development volunteer in Peace Corps/Nepal; and working for Columbia University's Center for the Study of Human Rights. Kate has also interned at the State Department in the Bureau of Democracy, Human Rights, and Labor as well as the Foreign Service Institute. She joined the DG Office as a PMI and is currently on the rule of law division. She is CTO for a grant to the International Development Law Organization (IDLO) and the IFES Law Group Consortium. Kate covers the ANE region for the rule of law division.

Jed Sundwall joined the DG Office in December 2003 as an administrative assistant. Before arriving at USAID, he interned with the State Department's Bureau of Western Hemisphere Affairs in the political section of the U.S. Embassy in Brazil and also worked for the Inter-American Bank's Initiative on Social Capital, Ethics, and Development. He holds B.A.s in Spanish and English from the University of Utah. He challenges anyone to an arm wrestling match.

Madeline Williams joined USAID in 1993 as a PMI and serves as democracy specialist for the DG Office on the elections and political processes division. She has worked on DG issues for USAID's Africa Bureau, Haiti Task Force, and LAC Bureau. Madeline was the deputy office chief of the DG Office at USAID/Peru for over three years and also the special assistant to the administrator for the LAC Bureau. Prior to working with USAID, she completed a fellowship with International Foundation for Education and Self-Help (IFESH) in Burkina Faso. She received a B.A. in international relations from the University of Minnesota and an M.A. in public affairs from the Hubert H. Humphrey Institute of Public Affairs at the University of Minnesota.

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Research Foundation of SUNY page 37	
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Research Triangle Institute page 38, 40	
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